2011/2012
Annual Report

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Letter of Transmittal

To: The Honourable Dustin Duncan
Minister of Health

Dear Minister Duncan:

On behalf of the Regina Qu'Appelle Regional Health Authority, I am pleased to provide you and the people of Saskatchewan with our 2011-2012 annual report. This report contains the audited financial statements and outlines activities and accomplishments of the region for the year ending March 31, 2012.

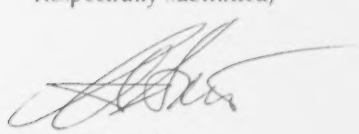
Our work has focused on realizing Regina Qu'Appelle Health Region's strategic priorities: the client experience; contributing to healthy communities; a healthy workplace and a healthy business.

The Regina Qu'Appelle Health Region has had many successes during the fiscal year. The region was commended by Accreditation Canada for its commitment to improvement and the provision of safe, quality, client-centred care, achieving a 97 per cent compliance success rate; Lean methodology was further integrated into regional operations, with every portfolio working on Lean improvement efforts to enhance patient safety and quality care and with progress being made towards establishing a Lean management system; new services were provided including the Kinsmen Telemiracle Foundation Electrophysiology Lab for patients experiencing electrical disturbances of the heart and the Surgical Assessment Centre, which brings together pre-admission testing and surgical assessment at one community site; and, despite staffing challenges and unprecedented overcapacity, surgical wait times were reduced and more surgeries performed, in part, due to the addition of a fourth computed tomography machine, third-party service contracts and additional provincial funding.

We recognize there's more work to do to meet provincial surgical targets and improve the surgical experience of our patients. We have a new plan in place and aggressive execution of this plan is a regional priority.

The successes we have achieved as a region this year are due, in large measure, to the dedication and commitment of the employees of the Regina Qu'Appelle Health Region.

Respectfully submitted,



Lloyd Boutilier
Chairperson
Regina Qu'Appelle Regional Health Authority

Introduction

Regina Qu'Appelle Regional Health Authority was created in 2002 with the proclamation of the *Regional Health Services Act*. It is one of 12 Regional Health Authorities in the province. The health authorities receive most of their funding from the Saskatchewan Ministry of Health and provide the majority of health services in the province.

For most purposes, the organization uses the operating name Regina Qu'Appelle Health Region (RQHR) and refers to the governing board as the Regina Qu'Appelle Regional Health Authority.

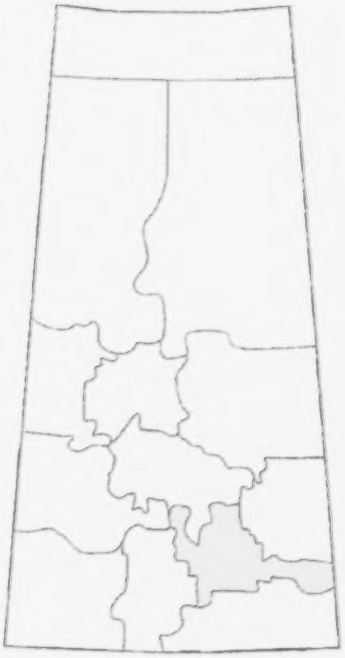
Each year, the Ministry of Health provides the region with an accountability document that sets out the ministry's expectations for the funding it provides. It contains high-level organizational (governance and directional) expectations. The document is also intended to clarify the Ministry of Health's organizational, program and service expectations of each region.

The RQHR's strategic plan, which explains the organization's strategic priorities, goals and objectives and the actions required to fulfill its Vision and Mission, aligns with the ministry's direction.

This Annual Report to the Minister of Health demonstrates the RQHR's progress towards meeting its strategic priorities, highlighting the activities and results for the fiscal year ending March 31, 2012.

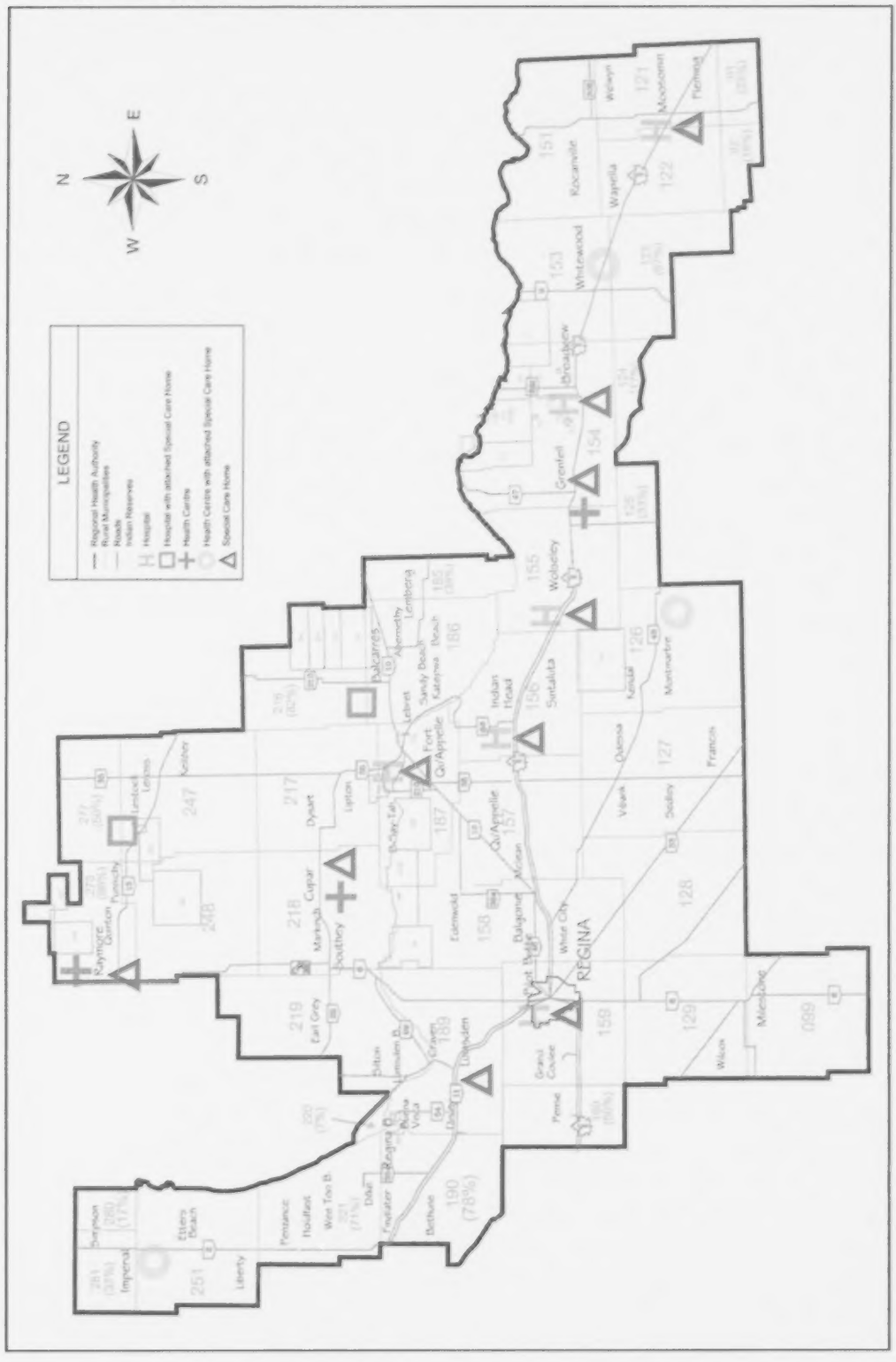
In addition to detailing the region's performance, this report outlines how the region aligns with the Ministry of Health's strategic and operational directions; includes a compendium of its key partners; provides a report from management endorsing the financial representations; gives a financial overview and audited financial statements; and includes appendices, such as the organizational chart, facilities list and payee list.

The region is responsible for the preparation of this report and is confident in the reliability of the information provided. The report is completed with the input and oversight of each regional portfolio. Any interpretation of content reflects the best judgment of the reporting unit's leaders. The region selects performance indicators which will help measure its progress towards achieving its strategic priorities. Financial statements are audited by the Office of the Provincial Auditor prior to publication, as required under Canadian Generally Accepted Auditing Standards. The auditor ensures the financial information is adequately reproduced and consistent.



Regina Qu'Appelle Health Region

Regina Qu'Appelle Health Region



Accomplishments

Regina Qu'Appelle Health Region's (RQHR's) 2011-12 Annual Report provides an opportunity to showcase some of the many accomplishments achieved by the region and its employees.

The year was marked by many high points which saw the launch of new initiatives and programs in support of patient-centred care and the recognition of many employees for exemplary work.

These include:

- A 97 per cent compliance success rate and commendation from Accreditation Canada for the region's commitment to improvement and the provision of safe, quality, client-centred care. The region's Aboriginal Health Home Care Team was recognized as a leading practice.
- The opening of the $2.6-million Surgical Assessment Centre in the Regina Centre Crossing Building which is improving the care experience of patients preparing for surgery while creating capacity in the RQHR.

Accreditation Canada recognized the Aboriginal Health Home Care Team as a leading practice.

- The opening of the $1.25-million Kinsmen Telemiracle Foundation Electrophysiology (EP) Lab in the Mosaic Heart Centre at the Regina General Hospital. The EP lab is diagnosing and treating abnormal heart rhythms (arrhythmias) and recently performed Saskatchewan's first atrial fibrillation ablation, a procedure that destroys abnormal heart tissue that can suppress the heart's normal rhythm.
- The acquisition of a state-of-the-art, $350,000 neonatal ambulance which now offers rapid, specialized care to the province's youngest patients.
- The opening of the RQHR Autism Centre, at 2166 Broad Street, which amalgamates the region's autism services and provides families with easier access to those services.
- The introduction of the front entry attendant service to the Regina General and Pasqua hospitals, which helps those requiring extra assistance getting in and out of their vehicles and to appointments.
- The hosting of the RQHR's sixth annual Research Showcase, which featured the research of more than 170 researchers from 30 different clinical areas.

RQHR introduced a front entry attendant service at Regina hospitals.

Accomplishments

Attendees view posters at RQHR's Research Showcase 2011.

- The participation for the 10th year of the RQHR with its partners in sending containers of surplus medical equipment to health systems in the developing world. This year's container went to Arusha, Tanzania, where RQHR has a partnership with Green Hope which operates free clinics especially for vulnerable women and children.
- The completion of the $28.4-million Rawlco Centre for Mother Baby Care at the Regina General Hospital with the opening of the Fetal Assessment Unit and the Rawlco Centre Hostel. The Fetal Assessment Unit, which generally provides services for outpatients who are pregnant or trying to become pregnant, is now in closer proximity to Labour and Birth, while the hostel gives new parents of infants requiring special care a home-like environment where they can stay close to their babies.
- The opening of six new dialysis beds at Wascana Rehabilitation Centre to serve WRC residents and to support long-term care residents living in Extendicare and Pioneer Village.
- Recognition from the Saskatchewan Association of Health Organizations in the form of a Green Ribbon honourable mention for the RQHR's deployment of Lean methodology.

The Surgical Assessment Centre improves the care experience of patients.

- The opening of a Saskatchewan Spine Pathway Clinic in Regina to improve access to assessment and prompt treatment for people suffering from low back pain.
- Two Saskatchewan Healthcare Excellence Awards for RQHR physicians Dr. Peter Chan and Dr. A. Moustapha for exemplary work. RQHR had five nominees.
- National recognition for Population and Public Health's Four Directions Community Health Centre, which won the Canadian Public Health Association's Innovation in Family Health.
- International recognition for Dr. Krishna Kumar, who received the first ever "Giant in Neuromodulation" award from the International Neuromodulation Society.
- The awarding of the Governor General Emergency Medical Services Exemplary Service Medal to employees Brett Heerspink (RQHR EMS) and Guy Van Buckenhout (RQHR EMS), and to affiliate employees Tyler Carles (J.T. Ambulance Service) and Donna Dohms (Hutch Ambulance).

Working Together Towards The Future

The Strategic Framework

The Regina Qu'Appelle Health Region (RQHR) is committed to our Vision of healthy people, families and communities. Our Vision is reflected in the 2010-13 Strategic Plan (available on the RQHR's website at **www.rqhealth.ca** under The Inside Story / Performance – Map to the Future) and outlines the organization's goals, objectives and priorities.

Our strategic plan focuses on four key priorities:

- client experience
- contributing to healthy communities
- healthy workplace
- healthy business.

The wheel below highlights RQHR's strategic priorities and 13 supporting strategic goals. The goals are specific areas where the region is focused within each priority.

Client Experience
Contributing to Healthy Communities
Healthy Workplace
Healthy Business
Reducing waits for services
Building partnerships to positively impact community wellness
Leading health promotion and prevention initiatives
Improving client safety
Reducing disparities in health status
Putting the client first
Offering holistic service delivery, supporting traditional ways of healing & engaging the voice of the community
Establishing workplace readiness so people succeed
Strengthening public accountability and transparency
Advancing Knowledge, Teaching & Research
Aligning workplace diversity with our community
Building a healthy organization that supports safety for all and quality client care
Ensuring responsible resource management and stewardship
Stewardship
Respect
Compassion
Collaboration
Knowledge
Our clients are at the heart of everything we do

Working Together Towards The Future

The regional health authority (RHA) and the senior leadership team created the strategic framework with input from staff, physicians and stakeholders. The plan sets the direction for the region and supports the strategic and operational directions of the provincial health sector. It also takes into account a variety of other organizations and sources such as community and customer feedback, the Patient First Review, Accreditation Canada and best practice research and programming from high performing health organizations.

Staff, physicians, board members and the public track progress related to our strategic priorities and goals through a management tool called the dashboard. (For details, see this report's Performance section starting on page 33 or go to the Strategic Direction area of the region's website, under The Inside Story. Each spoke of the wheel is interactive, leading to up-to-date details about the region's progress towards meeting its goals.) Each year the board members and senior leadership engage in strategic and operational planning. Strategic objectives change as program initiatives are completed and goals are achieved.

Strategic Direction

The RQHR's strategic plan is based on direction it receives from the Minister of Health. The minister is responsible for the overall strategic direction of Saskatchewan's health system, determining provincial health service priorities and allocating resources for service delivery. The RHA is responsible for the planning, organization, delivery and evaluation of the health services it provides.

An accountability document between each RHA and the Ministry of Health further specifies the organizational program and service expectations for each RHA and links expectations with funding. It complements existing legislation, regulations, contracts and ministerial directives and policies. All assumptions, accountabilities and expectations of the RHA are prepared within the strategic framework outlined in the ministry's *Strategic and Operational Directions 2011-12 (SOD)*[1]. Following are the four Pillars for Planning, outlined in the SOD, which explains the ministry's goals, strategic focus and supportive processes for 2011-12.

The ministry's four pillars are:

- health of the individual
- health of the population
- providers
- sustainability.

1 The Ministry of Health's *2011-12 Strategic and Operational Directions for the Health Care Sector (SOD)* is available at **http://www.health.gov.sk.ca/sod-2011-12**

Working Together Towards The Future

Pillars for Planning

Strategic Focus	1. Health Of The Individual	2. Health Of The Population	3. Providers	4. Sustainability
Goals	1.1 Improve the individual experience by providing exceptional care and service to customers that is consistent with both best practice and customer expectations	2.1 Improve population health through health promotion, protection and disease prevention	3.1 Work together to build a workplace that supports the adoption of both patient- and family-centered care and collaborative practices	4.1 Achieve best value for money while improving the patient experience and population health
	1.2 Achieve timely access to evidence-based and quality health services and supports	2.2 Collaborate with communities, other ministries and different levels of government to close the gap in health disparities	3.2 Work together to create safe, supportive and quality workplaces	4.2 Improve transparency and accountability through measurement and reporting
	1.3 Continuously improve health care safety in partnership with patients and families		3.3 Develop a highly skilled, professional and diverse workforce with a sufficient number and mix of service providers	4.3 Strategically invest in facilities, equipment and information infrastructure to effectively support operations

5. Supportive Processes		
5.1. Benchmark and model world-class high-performing health systems	5.2 Achieve system-wide performance improvement and culture of quality through the adoption of Lean and other quality improvement methodologies	5.3 Leverage technology to achieve improvements in patient care and system performance

Working Together Towards The Future

"We are what we do"

The region's Vision, Mission, Values, Commitments and Philosophies set a clear direction for our organization and for those who work within it.

Vision

Healthy people, families and communities.

Mission

RQHR is a provincial and community provider of a full range of safe, quality health services, education and research that inspires public confidence. We achieve success in meeting the diverse health needs of our communities through the strength of our people, partnerships and personal responsibility for health.

Values

Together we succeed through...

Compassion: Our caring approach to people, families and communities.

Respect: Honesty, trust and valuing diversity, as well as similarity, will guide all relationships, decisions and actions.

Collaboration: Relationships built upon a shared vision, open communication, involvement and genuine recognition of people's and partners' contributions.

Knowledge: Continuous improvement and effective decision making based on the pursuit of knowledge, evidence, standards of practice and sound ethics.

Stewardship: Accountability for the people and resources entrusted to us, and the courage to do what is right.

Working Together Towards The Future

People Philosophy

People are our passion.

By putting people first we are able to achieve our Mission and fulfill our Vision through a service environment built on mutual respect, collaboration and teamwork.

RQHR is working towards practicing our People Philosophy consistently and striving to live our Values in our everyday work life.

Leadership Philosophy

Leadership is about choice. Leadership is about people. Leadership is choosing "People are our passion."

Leadership is a key foundation of a successful organization and is the core of our culture. Everyone in our organization can be a leader. The substance of leadership comes from the leader's values, self-awareness, dedication to ongoing learning, courage, vision… and the ability to demonstrate with action rather than just words.

Leadership is about people… working together to envision, and achieve, a preferred future. It is the ability to inspire, nurture, and mentor others toward a common vision through shared values that are based on relationships and respect.

Leadership within the RQHR may be demonstrated in three ways … personal leadership, team leadership and formal leadership.

Living Our Values

To be truly meaningful, the RQHR's values must be reflected every day in the behaviours of those who work for and with the region.

The RQHR's "Living Our Values" initiative incorporates the organization's values into the standard of conduct expected of our employees. RQHR has published a booklet – given to every employee – as a tool to help achieve our Vision by enhancing quality experiences for employees and all those who interact with our health care delivery system.

Working Together Towards The Future

A Treasured Memory

"The patient had a broken neck and was bedridden. Whenever I was near her room, I stopped and chatted and we would joke around. This patient always had a positive outlook on life even when she was in pain. She never complained.

Once when I was going on vacation, I bought a stuffed animal and took it to her. 'I won't be around to check on you, so this little dog will keep an eye on you while I'm gone,' I told her.

One night she passed away. Since I had developed a close relationship with her family, I went to the memorial service. At the service, family members asked if I remembered giving her the stuffed dog to watch over her. I said I did, and the family then invited me to place the dog in the casket. It was a moment I will never forget."

– Support Worker, Housekeeping

Strength of Our People

In the 2011-12 fiscal year, the RQHR launched "Strength of Our People," an initiative which highlights stories of compassion and care featuring the region's staff and physicians. The stories are showcased in key locations in the Regina General Hospital, Pasqua Hospital and the Wascana Rehabilitation Centre. These reflections are examples of how RQHR staff and physicians demonstrate the region's values as they provide quality patient-centred care. The stories serve as inspiration and encouragement, and acknowledge those whose actions made special memories for others.

Working Together Towards The Future

Client[2] Service Commitment

"We will provide safe, quality, respectful service in a welcoming environment."

We will achieve our commitment through…

A welcoming approach:

- Be considerate, respectful and courteous at all times.
- Listen to truly understand what is important.

Working together:

- Work in partnership to ensure service is coordinated, communicated and understood.
- Share timely, accurate and relevant information with clients and the service team to make the best decisions regarding service options.

Quality service:

- Provide service in a timely, skilled and safe manner appropriate to client needs.

Continuous learning:

- Invite clients to share their service experience in order to guide our learning and enhance our practice.

Patient Safety Commitment

Patients First… Safety Always!

"We strive to deliver safe care to all patients, all the time. Our commitment guides us continuously to improve the safety of the care we provide."

We will achieve our safety commitment through the following successes…

Patients…

- Know they are safe, and trust our services;
- Are fully informed and understand their treatments;
- Fully participate in the care process and make decisions on health care options; and
- Feel they are heard and respected.

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2 Client may refer to: a) clients, patients, residents and their immediate support systems (those important to them); or b) an internal client within the organization, such as another department.

Working Together Towards The Future

Employees and physicians...

- Feel confident and supported to engage in conversations on patient safety;
- Freely express safety concerns;
- Champion safety practices across the region; and
- Model safety in their conduct and strive for continuous improvement.

In our organization...

- A safe environment for patients and employees recognizes that communication and teamwork are essential to creating a safety culture across the organization;
- Patient safety is achieved through continuous improvement and a fair and trusting culture;
- Quality and safety are measured and results are transparent and public; and
- A safety policy framework encourages open disclosure of adverse events.

The Ministry of Health's 2011-12 Strategic and Operational Directions for the Health Care Sector (SOD) is available at **www.health.gov.sk.ca/sod-2011-12.**

Shaping the Future

A wide range of external factors, trends, opportunities and threats play a role in how Regina Qu'Appelle Health Region (RQHR) sets its direction for program and service delivery.

The demand for the region's services continues to rise as the population grows, ages and changes. The province's booming economy is bringing an influx of newcomers to the health region from across the country and around the world. Regina was the 11th fastest growing city in Canada in the Canadian Census 2011 and the third fastest in 2009-10, according to Statistics Canada. The oldest amongst the region's population – those 85 and older – are the fastest growing age group[3] while our Aboriginal population, at 11 per cent in 2006[4] is expected to continue to grow. The rate of chronic conditions is high in both the elderly and Aboriginal populations.

At the same time, health care consumers say they want more patient- and family-centred care[5] and better service[6] while expectations and targets for surgeries, diagnostics and access to services are rising; the cost of acquiring the latest technology is climbing; RQHR's infrastructure and equipment are aging and will need replacing; workforce shortages and workplace injury

3 *Saskatchewan. Ministry of Health Covered Population 2010, Historical Data: Comma Separated Files.* Available from: URL : http://population.health.gov.sk.ca/csv.htm.

4 Source: Statistics Canada, 2006 Census.

5 *The Need for More Effective Patient- and Family-centred Care, Report on the patient experience component of the Saskatchewan Patient First Review,* October 2009.

6 *2011 Survey of Health Care Consumers in Canada Key Findings,* Strategic Implications, Deloitte.

Working Together Towards The Future

continue to significantly strain the system; and a large portion of the region's workforce is due to retire soon.

Frequently, these pressures result in capacity and patient flow concerns within our facilities. In 2011-12, the issues of capacity and flow became the region's biggest challenge. The demand for acute care medical and surgical beds exceeded the region's capacity for much of the year.

The region is addressing these challenges as a partner with the province and other health regions through its participation in several key initiatives.

Lean is becoming integral to how the region does business. This patient-first approach to health care delivery puts the needs and values of patients and their families at the forefront and uses proven methods to continuously improve the health system. Over the past fiscal year, Lean has been further integrated into regional operations, with every portfolio working on Lean improvement efforts to enhance patient safety and quality care and with progress being made towards establishing a Lean management system. To ensure the care we provide is patient- and family-centred, patients now participate on all of the region's Lean initiatives. Their insight, observations and ideas are valued by the teams, which include front-line staff and physicians.

RQHR continues to lead the province in the implementation of Releasing Time to Care™. The program provides front-line staff members with the tools and guidance needed to create efficiencies in their daily activities so that they have time for more direct patient care. The program is now being used on 22 units in both rural and urban sites.

The Saskatchewan Surgical Initiative is resulting in ongoing initiatives at RQHR to reduce surgical waits. These include pooling surgical referrals, starting with some neurological procedures and the area of obstetrics and gynecology, so that patients can see specialists sooner, the adoption of safety checklists as standard procedure in operating rooms across the region and the contracting of third-party providers to increase surgical and diagnostic capacity in the public system. An aggressive new plan will be implemented to increase the number of surgeries and reduce wait times for our patients.

Working Together Towards The Future

In an effort to create further efficiencies, RQHR, the 11 other provincial health regions and the Saskatchewan Cancer Agency are cooperating to provide select administrative and support services through the shared services organization Health Shared Services Saskatchewan (3sHealth). By sharing specific functions, the health regions and the cancer agency expect to improve the quality of services provided, lower costs and redirect resources to patient care. The need to achieve efficiencies was identified in the Patient First Review Report in 2009, and directed by government in the years since.

The health region is working with communities to develop primary health care sites, laying the groundwork in 2011-12 for an inner city primary health care centre in Regina and for a rural west site that would serve Fort Qu'Appelle, Balcarres and Lestock area.

To address the high rate of workplace injury within the region, RQHR continues to invest in equipment and courses which train staff how to lift and move people and objects; there are occupational health and safety committees in place and safety consultants who provide workplace assessments; efforts have been made to ensure vacancies are filled; and scheduling practices have been improved so staff members aren't working short-handed.

Efficiency reviews that are underway and the adoption of best practices will help the region achieve these fiscal goals in the long term, however, they will take time to yield results. The region is working closely with the Ministry of Health and other stakeholders and will communicate with the public and elected officials to ensure that our successes are shared and the limitations on our capacity[7] are understood.

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7 Capacity information for Regina General Hospital and the Pasqua Hospital is updated weekly on the Regina Qu'Appelle Health Region website at **www.rqhealth.ca** under Public Service Announcements, found under The Inside Story tab.

Who We Are

Service Delivery

As a vital partner with the provincial government and the Ministry of Health, the Regina Qu'Appelle Health Region (RQHR) is the major health care referral centre for southern Saskatchewan. While the region has a covered population of 267,931[8], it serves approximately half a million people as a tertiary health care provider. Approximately 30 per cent of those who receive day surgery or inpatient hospital services live outside of the region's geographic boundaries.

The RQHR covers a geographic area of approximately 26,663 square kilometers, spanning from Simpson and Raymore in central Saskatchewan, to Milestone in the south and Moosomin in the east. It encompasses Regina, Saskatchewan's capital city, as well as 57 towns and hamlets, all or part of nearly 40 rural municipalities and 17 First Nations communities. Approximately 11 per cent of the region's population is Aboriginal.

Services

The RQHR has approximately 7,450 full-time equivalent positions, a further 980 affiliate FTEs and employs 21 of the region's 601 physicians who have practicing privileges. These staff and physicians, supported by more than a thousand volunteers, provide health care services throughout the region.

RQHR Staff (full-time equivalents)

	2009-2010	2010-2011	**2011-2012**
Support staff	3,218.08	3220.01	**3302.71**
Nursing	2,408.78	2464.20	**2518.41**
Professional	722.41	762.81	**791.09**
Technical	469.10	480.39	**484.43**
Out-of-scope/Non-union	342.67	335.32	**351.84**
Physician employees	26.69	25.84	**23.81**
Total	7,187.73	7,288.57	**7472.29**

Affiliate Staff (full-time equivalents)

	2009-2010	2010-2011	**2011-2012**
Support staff	758.86	760.20	**760.20**
Nursing	144.16	144.16	**162.16**
Out-of-scope	34.73	34.73	**34.73**
Other professionals	22.43	22.76	**24.76**
Total	960.18	961.85	**981.85**

8 *Ministry of Health Covered Population 2011*. Covered population is a count of all people who are registered for provincial health coverage in the province.

Who We Are

The RQHR offers a comprehensive range of services in the areas of hospital, emergency, rehabilitation, community, mental health, long-term and continuing care, home care, immunization and hospital services. These services are delivered in two tertiary care hospitals and a specialized provincial rehabilitation centre in Regina, six other acute care[9] facilities (located in Balcarres, Moosomin, Indian Head, Wolseley, Broadview and Fort Qu'Appelle), 14 region-owned and nine affiliated long-term care facilities, seven primary health care sites, as well as several public health sites, community health centres, independent physician offices and private residences. For a list of urban, rural and affiliate facilities, please see Appendix B.

Many of the facilities are owned and operated by the region but RQHR also works in partnership with affiliate health care organizations (see page 21). All Nations' Healing Hospital in Fort Qu'Appelle is an affiliate which receives its funding from the region but is owned and operated by the File Hills Qu'Appelle Tribal Council and Touchwood Agency Tribal Council. The hospital provides acute, palliative care, emergency services, and laboratory and radiology services.

Hospital Care Utilization

	2009-2010	2010-2011	**2011-2012**
Admissions	34,003	34,123	**34,549**
Average daily census	624.7	642.4	**655.6**
Average length of stay (days)	6.4	6.9	**7.0**
Births/newborn admissions	3,677	3,771	**3,954**
Emergency visits	100,134	106,755	**108,900**
Radiology procedures	113,332	117,704	**116,755**
Ultrasound procedures	27,877	30,913	**30,560**
Mammography procedures	7,042	7,284	**6.925**
Interventional procedures	10,720	10,853	**11,567**
MRI procedures	11,010	12,342	**13,676**
CT procedures	80,741	82,126	**80,505**
Nuclear medicine procedures	8,254	8,419	**8,586**
Bone mineral densitometry procedures	5,248	4,849	**4,185**

9 Acute care may include ambulatory care services, cardiosciences, critical care services, diagnostic imaging services, emergency care services, family medicine, gastroenterology and hematology, gynecology/urology, internal medicine, laboratory medicine, mental health, neonatal intensive care, neurosciences, obstetrics, oncology, palliative care services, pediatrics, pharmaceutical services, renal care, respiratory care services, sleep disorders program, surgical care services, system wide admission/discharge, and therapy services (occupational, physical and speech).

Who We Are

Acute Care Surgery			
	2009-2010	2010-2011	**2011-2012**
In-patient surgery	10,286	10,163	**10,665**
Outpatient surgery – operating room	11,467	11,520	**12,109**
Outpatient surgery – hospital clinic	19,667	19,816	**20,957**
Total surgeries	41,420	41,499	**43,731**

Laboratory Services			
	2009-2010	2010-2011	**2011-2012**
Orders placed	1,086,514	1,080,072	**1,089,540**
Tests performed	3,557,962	3,555,074	**3,662,535**

Home Care Service Hours			
	2009-2010	2010-2011	**2011-2012**
Number of units*	307,503	317,367	**334,791**

* A unit is an hour of service or one meal served via Meals on Wheels. Service hours include nursing, home services Meals on Wheels, therapies (physical, occupational and social work), volunteers and community support.

Regina Emergency Medical Services			
	2009-10	2010-2011	**2011-2012**
Rural responses	756	854	**745**
Out-of-region	99	125	**101**
Inter-facility	3,293	3,289	**3,264**
Urban responses	12,913	13,879	**14,222**
No-transport calls	5,597	5,451	**5,432**
Total calls	22,658	23,598	**23,764**

Regina EMS was 89 per cent compliant in responding to emergency situations in under 8:59 minutes in 2011-12. The national standard for major urban centres is a compliance rate of 90 per cent.

Education and Research

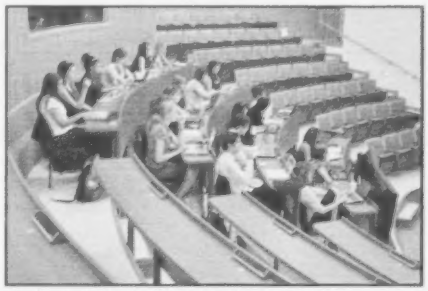
RQHR is dedicated to providing education and clinical experiences for a variety of health science academic programs and our region's role as an academic centre continues to grow. Involvement with students encourages staff members to continue learning and enhances the care provided to clients. In the last fiscal year, RQHR provided placements for hundreds of health care students in a variety of disciplines, including 384 nursing students, 42 pharmacy students, 11 dietetic students and 32 physical therapy students. Most students were from Saskatchewan educational institutions.

Who We Are

To facilitate these opportunities, RQHR has developed strong interdependent relationships with SIAST, the University of Saskatchewan and the University of Regina. Placements vary in length from eight weeks to one year, depending on the clinical experience required.

To facilitate the goals of expanding health science education and of recruiting and retaining local graduates in Regina and southern Saskatchewan, academic and health delivery partners of Regina and southern Saskatchewan have worked to establish a distributed education network in southern Saskatchewan. RQHR serves as the hub.

Under this model, a portion of second- and third-year medical students who, in the past, would have studied in Saskatoon at the University of Saskatchewan are now based in Regina. In 2012, the number of medical students (under- and post-graduate) based in Regina increased to 109 from 92. It was the first year that medical students in their second year of training could study in Regina. By the end of the fiscal year, construction neared completion on the Dilawri Simulation Centre. The centre will provide students, staff and physicians with an opportunity to practice new and rarely needed but critical skills in a safe environment using innovative technologies.



Medical students listen to a lecture in the auditorium at Regina General Hospital.

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness, and supports the development of the most effective means of delivering health care. The RQHR is dedicated to supporting health research. In 2011-2012, 69 new studies were approved by the RQHR Research Ethics Board. Since many studies require more than one year to complete, the region was actively involved in 156 studies during the 2011-2012 fiscal year, representing 26 areas of medical specialty.

Client Representative Service

The RQHR encourages clients who have concerns to speak with those directly involved in their care, such as their doctor, nurse or other health care professional, or to the appropriate supervisor or manager, for quick, beneficial solutions.

However, sometimes that person is not able to provide all the answers. A client's next step should be to contact the region's Client Representative Service. A client representative will listen to the client's concern, ensure that the concern is reviewed with region staff and physicians involved, and will provide the client with a response.

The region continues to promote the client representative service through brochures available at registration/admission desks, and in all clinical/program areas. The increasing number of concerns over the past three years reflects a growing awareness of the service by clients and their families.

Who We Are

To contact the client representative service, call 1-866-411-7272 outside of Regina and 766-3232 for Regina residents.

Concerns Registered with Client Representative	
	2011-2012
Number of concerns	**3,179**
Average time to resolve all concerns (days)	**13.1 days**
Average time to resolve non-complex concerns (days)	**4.5 days**

Service Access Guide

The RQHR publishes a Health Care Service Access Guide in the Regina City and Regina District SaskTel telephone books. The guide is the "green pages" section, which immediately follows the blue pages of government listings. The guide outlines the institutional and community programs and services provided by the region, as well as important contact information. The RQHR Health Care Service Access Guide, as well as other information about the region, can also be found on the RQHR website at **www.rqhealth.ca**.

The region's website (**www.rqhealth.ca**) provides detailed information on the services offered.

Key Partners

The Regina Qu'Appelle Health Region works closely with a number of affiliated agencies, health care organizations and third-party partners in providing services and programs to residents of the RQHR and the province. An affiliate, as defined by *The Regional Health Services Act*, is an operator (other than the region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the Act, is an affiliate, or an organization prescribed in regulation, that receives funding from a regional health authority to provide a health service.

Saskatchewan remains committed to the principles of publicly funded, publicly administered health care. Partnerships with third-party providers are based on the understanding that patients will not have to pay additional fees for services in a private facility, or be able to "jump the queue." Patients are scheduled through health region booking systems to ensure all patients are on a single list. Third-party facilities and staff meet safety, quality and privacy requirements, and are fully licensed and accredited.

Who We Are

Regina Qu'Appelle Health Region Affiliates

Name of Affiliate	Service Provided	Relationship and Accountability to RQHR
All Nations' Healing Hospital	Fourteen-bed acute care community hospital (13 beds + 1 palliative care bed), emergency department, lab and diagnostics, and a Women's Health Centre.	Affiliate with an affiliation agreement. Quarterly and annual financial, clinical and statistical reporting.
Cupar & District Nursing Home	Long term care (heavy care), small adult day support program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Extendicare (Canada) Inc. (Elmview, Parkside, Sunset)	Parkside Long term care (heavy care), transition unit. Elmview Long term care (heavy care), quick response unit. Sunset Long term care (heavy care), young adult programming.	Parkside, Elmview and Sunset are affiliates with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Lumsden & District Heritage Home	Long term care (heavy care), small adult day support program integrated in the activities program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Raymore Community Health & Social Centre	Health centre with visiting nurse practitioner and other health care professionals (e.g. foot care clinic, blood pressure clinic, etc.).	Affiliate with an affiliation agreement. Quarterly and annual financial and statistical reporting.
Regina Lutheran Housing Corp.	Long term care (heavy care and light care), day and evening adult day support program.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Salvation Army William Booth Special Care Home	Long term care (heavy care), convalescent care, palliative hospice, large adult day support program, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.
Santa Maria Senior Citizens Home	Long term care (heavy care), specialized dementia unit, respite care.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting and monthly management indicator reporting.
The Qu'Appelle Diocesan Housing Company	Institutional light long term care for a very frail population who meet special criteria, small assisted living program for residents in housing.	Affiliate with an affiliation agreement. Quarterly and annual financial reporting, regular clinical indicator reporting, monthly management indicator reporting.

Who We Are

Other contracted organizations assist the RQHR in achieving its goals. The community-based organizations and third parties that receive funding through the region in 2010-11 are listed below.

Community-based organizations and third-party partners

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Aboriginal Family Service Centre	Provide early learning/child care and family support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
AIDS Programs South Saskatchewan	a. Provision of supplies required to provide needle exchange/harm reduction programming to meet RQHR's protocol and standards of practice. Includes provision of staff training, immunization, consultation and guidance by RQHR personnel. b. HIV Strategy: Expansion of Needle Exchange/Harm Reduction Program (Monday – Saturday) and peer counselling services to increase availability of support programming for at-risk and HIV positive clients/ community members.	a. Contractual, maintenance of daily and monthly needle exchange statistics reported on a monthly basis. b. Contractual agreement outlining obligations and responsibilities. Operational plan and annual budget, quarterly revenue/expenditure and statistical/program reports, annual report and audited annual financial statement.
All Nations Hope AIDS Network	HIV Strategy: Outreach to HIV positive and at-risk community members and families, provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to medical care and treatment.	Contractual outlining obligations and responsibilities, operational plan and annual budget, quarterly revenue/expenditure and statistical/program reports, annual report and audited annual financial statement.
Autism Resource Centre	Provide home/community-based individualized programs and advice regarding treatment services for adults with autism. Provide summer programming to children with autism.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Canadian Red Cross	Provide and manage the Red Cross veterans' arts and craft program at the Wascana Rehabilitation Centre.	Contractual agreement outlining obligations. Quarterly reporting with annual summary report.
Carmichael Outreach	HIV Strategy: Housing support and assistance for those living with HIV and at-risk for HIV who are experiencing housing challenges, are vulnerably housed and/or homeless.	Contractual agreement outlining obligations and responsibilities. Operational plan and annual budget, quarterly revenue/expenditure and statistical/program reports, annual report and audited annual financial statement.
Chip & Dale Housing	Provide housing options which provide supportive services for individuals with a focus on activities of daily living.	Annual contract with Home Care outlining responsibilities and obligations.
Circle Project	Provide early learning/child care and family support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.

Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
City of Regina Transit Department	Paratransit use for adult day support programs.	Small operating grant in recognition of the significant paratransit use for adult day support programs.
Cosmopolitan Learning Centre Inc.	Provide a variety of life skills training, employment opportunities, as well as recreational and social activities for adults with intellectual and accompanying physical disabilities.	Grant agreement renewed annually which outlines responsibilities and obligations. Monthly activity report submitted.
Cupar Lions Volunteer Ambulance	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Cypress Health Region	Support enhanced service of individuals with autism spectrum disorder (ASD).	Letter of understanding outlining obligations. Annual report required.
Ehrlo Community Services	Provide children and youth diagnosed with ASD a variety of rich experiences through sport, social connections and creativity. Provide respite services to parents/guardians of children with mental health disorders and to help improve child behaviour. Provide residential support to adults with Asperger's disorder.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements. Outcomes specified in agreement.
First Years Child Care	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Five Hills Health Region	Support enhanced service of individuals with ASD.	Letter of understanding outlining obligations. Annual report required.
Gamma-Dynacare Medical Laboratories	Regina: Community specimen collection, processing and transport.	Contractual agreement outlining obligations. Accountable to RQHR for the provision of community laboratory services including the operation of five patient service centres for on-site phlebotomy, accessioning (entry of lab information into a shared system) and specimen preparation; mobile phlebotomy services; specimen transport and report distribution; and, collecting/invoicing for out-of-province and third-party access to lab services.
Hope's Home Incorporated	Licensed integrated day care and respite program for children with complex medical needs and children from the community.	Grant agreement renewed annually with RQHR (home care and rehabiliation) which outlines responsibilities, obligations and evaluation.
Hutch Ambulance Moosomin Inc.	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Imperial & District Volunteer Ambulance	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
J.T. Ambulance Service Inc.	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.

Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Leading Thunderbird Lodge Inc. (LTL)	Management of funds for capital improvements.	Provide funding to LTL upon confirmation from Ministry of Health that the services have been received.
Lumsden and Craven Seniors' Program Inc.	Assisted living in seniors' housing including a meal program.	Community-based grant agreement.
Mental Health Assoc./ Regina Branch Inc.	Provide funding for 7.5 full-time employees (FTE) to provide supported socialization and vocational programming to persons with severe and persistent mental illness.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Milestone Assisted Living Advisory Board	Assisted living in seniors' housing.	Community-based grant agreement.
Mobile Crisis Services, Inc.	Provide after-hours mental health crisis response.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Mutchmor Lodge – United Church Housing Corporation	Assisted housing support for 14 Level 2 clients transferred out of long term care when Level 2 beds at Pioneer Village discontinued. To ensure the 14 clients would pay housing and home care fees that were no more than their long term care rate, a subsidy was provided to the assisted housing facility.	Contractual agreement, per month subsidy per client, for the 14 transferred Level 2 long term care clients. Contract is a one-time arrangement and ends when the 14 clients move from the assisted housing environment, due to care or other needs and can no longer be supported in assisted housing.
North Central Community Association Inc.	Assist in the provision of resources and care to community clients by increased access to health related services.	Contractual agreement outlining obligations and responsibilities; Monthly statistical reports regarding nursing activity; annual financial report.
Omni Surgery Centre	Day surgery (dental surgery; knee arthroscopy).	Contractual agreement outlining obligations and service provision concluded February 2012. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Numerous reporting requirements including weekly procedure reports; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.
Phoenix Residential Society	Provide programming and housing to persons with severe and persistent mental illness. Provide support to persons living in the community who have severe and persistent mental illness, and to those at risk of eviction.	Contractual agreement outlining obligations. Annual report, quarterly report and audited financial statements.
Planned Parenthood Regina	a. Youth focused sexual health service including counselling, medical service, education and advocacy. b. HIV strategy: Funding for Youth Educating About Health peer-driven harm reduction project to establish a peer group for at-risk and vulnerable youth to provide education, counselling, client-centred care and support.	a. Contractual; quarterly income/expense and monthly program statistics, annual report including audited financial statements. b. Contractual agreement outlining obligations and responsibilities, Operational plan and annual budget, quarterly revenue/expenditure and statistical/program reports, annual report and audited annual financial statement.

Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Prairie Ambulance Care Ltd. (Balcarres)	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Radiology Associates of Regina Medical P.C. Incorporated	Regina: Computed tomography scanning services. Moosomin: ultrasound services.	Contractual agreement outlining obligations. Accountable monthly to deliver specific number of patient exams. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Annual review of services between RQHR and provider. Contractual agreement outlining obligations. Services provided are based on demand.
Rainbow Youth Centre Inc.	Provide community-based support, counselling, and intervention services to hard to reach inner city youth (ages 11-19) who live a street lifestyle or are at risk and lack services and resources. Provide early learning/child care and family support.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Community Clinic	Provide community-based support, counselling, and intervention services to hard to reach youth and adults with fetal alcohol spectrum disorder or suspected of having FASD.	Contract agreement outlining obligations. Monthly statistical/financial reporting, annual report and audited financial statements.
Regina Early Learning Centre	Provide early learning/child care and family support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Fire and Protective Services	Provide urban medical first response and rescue.	Mutual aid agreement. Patient care report forms audited.
Regina Food Bank	Teach life skills focused on appropriate nutrition for persons on psychiatric medications.	Contractual agreement. Activity reports and evaluation requested at completion of this one-time funding.
Regina Open Door Society	Provide early learning/child care and family support.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Regina Palliative Care Inc. (RPCI)	Provide bereavement services through the Greystone Bereavement Centre in addition to provincial outreach and training. Support the RQHR's Palliative Care Services through donations for equipment and educational opportunities.	Memorandum of understanding between RQHR and RPCI for one-time funding to develop and deliver bereavement services.
Regina Recovery Homes Inc.	Provide a 23-bed, 30-day inpatient addiction treatment program located at Pine Lodge in Indian Head.	Contractual agreement outlining obligations. Annual reporting period. Jointly run admissions committee.
Rural Medical First Responder Teams (31 Teams)	Provide rural medical first response.	Mutual aid agreement. Patient care report forms audited.

Who We Are

Organization Contracted	Service Provided	Relationship and Accountability to RQHR
Salvation Army Waterson Centre	Provide daily practical residential support to persons with severe and persistent mental illness.	Community-based grant agreement. Monthly statistics, quarterly financial reports, and year-end financial reporting.
Soo Line Ambulance Association	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Stepping Stones Child Care Cooperative	Provide early learning/child care and family support services to families with vulnerable children.	Contractual agreement. Monthly financial and statistical reports, annual report and audited financial statements.
Strasbourg EMS – Money routed through Saskatoon Health Region	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Street Workers Advocacy Program	a. HIV Strategy: Outreach to HIV positive and at-risk community members and families; provision of education, assistance with case management and social issues, referrals, prevention resources, assistance with integration of services and client access to medical care and treatment. b. HIV Strategy: HIV peer mentorship program providing peer support and role modelling; engaging at-risk and HIV positive clients and community members.	a. Contractual agreement outlining obligations and responsibilities. Operational plan and annual budget, quarterly revenue/expenditure and statistical/program reports, annual report and audited annual financial statement. b. Contractual agreement outlining obligations and responsibilities. Quarterly review and semi-annual and year-end work plan reports.
Student Energy in Action for Regina Community Health Inc.	Student-run organization. Provide limited after-hours primary health care to residents of Regina's North Central neighbourhood.	Grant agreement. Semi-annual financial and activity reports.
Sun Country Health Region	Support enhanced service of individuals with ASD.	Letter of understanding outlining obligations. Annual report required.
Sunrise Health Region	To support enhanced service of individuals with ASD.	Letter of understanding outlining obligations. Annual report required.
Surgical Centres Incorporated	Day surgery (ear, nose and throat surgeries and some orthopedic and dental procedures).	Contractual agreement outlining obligations and service provision. Operator governed by the *Canada Health Act*, *The Health Facilities Licensing Act (Saskatchewan)* and *The Regional Health Services Act (Saskatchewan)*. Numerous reporting requirements including weekly procedure reports; monthly complications reports; quarterly patient satisfaction reports; semi-annual volume of insured services; annual financial reports.
615672 Saskatchewan Ltd. o/a Touchwood EMS	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.
Valley Ambulance Care Ltd. (Fort Qu'Appelle)	Provide basic life support (emergency medical technician/ emergency medical technician - advanced) and transport.	Contractual agreement outlining obligations. Annual financial report.

Who We Are

Emerging health issues

The Regina Qu'Appelle Health Region (RQHR) is committed to addressing emerging public health issues and will continue to deal with common risk factors associated with infectious and chronic diseases among our residents.

The prevalence of human immunodeficiency virus (HIV) in the RQHR is an ongoing concern, although the number of new cases has been declining since 2008. Aboriginal Peoples are over-represented and are being infected with HIV at a younger age than other Canadians. A large number of new HIV cases are among injection drug users. The Ministry of Health has implemented an HIV strategy, involving health regions and the community sector, which focuses on community engagement, harm reduction, clinical management, surveillance and research. The RQHR, in collaboration with the Public Health Agency of Canada, community-based service organizations, and academic researchers are working to better understand why this disease is over-represented amongst those of Aboriginal descent.

Falls and diabetes are also ongoing issues which continue to grow.

The RQHR expects the number of people who experience falls to increase as baby boomers age and live longer than previous generations. The region has embarked upon a falls prevention strategy to deal with this issue.

Diabetes is a major public health problem in the RQHR. Obesity, physical inactivity and poor diet are all risk factors. In 2010-11, almost 15,000 RQHR residents, accounting for 43,000 visits, saw a physician for diabetes management.

In 2006-07, the most recent Ministry of Health statistics, about 61 people out of every thousand had the disease.

To learn more about the health of RQHR residents, please see to the region's website at **www.rqhealth.ca** and go to the *2010 Health Status Report*, under the RQHR Publications tab.

Who We Are

Governance

The Regina Qu'Appelle Regional Health Authority

The Regional Health Services Act establishes the Regina Qu'Appelle Regional Health Authority (RQRHA) as the governing body of the Regina Qu'Appelle Health Region (RQHR). According to the Act, there are to be not more than 12 members serving on the RQRHA, appointed by the Lieutenant Governor in Council. Each member holds office for a term of not more than three years and thereafter until the member is reappointed or a successor is appointed. The RQRHA has responsibility for ensuring all health care programs are effectively and efficiently planned, delivered, monitored and evaluated on behalf of the residents of the RQHR. All authority members are residents of the Regina Qu'Appelle Health Region.

The following RQRHA members[10], whose appointments were announced by Health Minister Don McMorris in February 2009, were authority members at the end of the fiscal year 2011-12:

Lloyd Boutilier – Regina (Chairperson)
Jacqueline Carter – Fort Qu'Appelle (Vice Chairperson)
Brian Barber – Regina Beach
Colleen Bryant – Regina
Lois Dixon – Balcarres
Marie Everett – Moosomin
Sean Quinlan – Regina
Gary Semenchuck – Regina
Peter Woidyla – Indian Head

The Regional Health Services Act defines the roles and responsibilities of the Minister of Health and the regional health authority. The minister and the regional health authorities work in conjunction to ensure coordinated province-wide planning for the health system.

The RQRHA is responsible for the planning, organization, delivery and evaluation of the health services it provides within its region or any other area directed by the minister. Specifically, the regional health authority is responsible for:

- Strategic planning;
- Fiscal management and reporting;
- Building and maintaining key relationships with stakeholders;
- Quality management initiatives;
- Monitoring, evaluation and reporting of performance indicators; and
- Monitoring the management and performance of the authority and the chief executive officer.

10 Biographical and contact information for the members of the RQRHA is available on the Regina Qu'Appelle Health Region website at **www.rqhealth.ca**.

Who We Are

The RQRHA discusses issues as one large committee called the Committee of the Whole. The responsibilities of the Committee of the Whole are determined by authority approved terms of reference. When required, the authority establishes special, or ad hoc committees, whose membership consists of authority members, the chief executive officer, and members of the Senior Management Team, to deal with specific issues.

The Committee of the Whole meets eight times a year and at the call of the committee chairperson in exceptional situations. In addition to the eight regularly scheduled Committee of the Whole meetings, five special meetings were called in 2011-12 to support the authority in fulfilling its responsibilities.

To support the authority in fulfilling its responsibilities, authority members participate in a variety of other meetings, education sessions and activities including, but not limited to, the RQRHA Community Advisory Network, two annual strategic planning sessions, governance training, volunteer appreciation events, employee and physician long service and retirement functions, the Provincial Governance Committee, the Saskatchewan Association of Health Organizations' board of directors, the Practitioner Liaison Council, the Leadership Council and the Moosomin & District Health Foundation.

Board members report to their colleagues at regular monthly meetings regarding their participation in these activities and committees. Authority members must travel extensively to attend meetings, which are held throughout the region. In 2011-12, of the eight authority meetings, three were held outside of Regina.

Community Advisory Network

The Regional Health Services Act requires each authority to develop a community advisory network – a process where public input and feedback is sought to provide the authority with advice on the delivery of health services. These opportunities to consult with the community provide information on broad issues related to the health of the community and help the authority better understand the needs and priorities of communities and their residents. The RQRHA has one Community Advisory Network, made up of 23 people, with 14 urban and nine rural members.

Since its inception, the network has added great value in offering advice and perspective to the authority. Thanks to the members' input, the RQRHA developed a robust strategic plan which aligns with the Ministry of Health's strategic priorities. With the completion of the RQRHA Strategic Plan 2010-2013, the current network structure has completed the work that was expected of it. The authority will continue in the future to seek the voice of its residents through community public RQRHA consultations.

In 2011-12, the authority met with the Community Advisory Network for the last time on February 26, 2011 to plan the April 27, 2011 community consultation in Indian Head.

Region Overview

While the Community Advisory Network served as a major instrument for community feedback, the authority also meets with municipal councils, other community leaders from across the region, as well as other health regions across the province to discuss health care concerns and issues.

Transparency

Being transparent and trustworthy is an integral part of being accountable. To support transparency, RQRHA:

- Holds authority business meetings in public in Regina and throughout the region;
- Publicizes authority meetings in advance on the region's website (**www.rqhealth.ca**), in The Regina Leader-Post and in community newspapers. Meeting advisories are sent to all regional media.
- Posts meeting agendas, minutes and contact information for authority members on the region's website.
- Regularly publishes activities of the authority in the health region's internal and external publications.
- Meets regularly with community leaders for input.
- Makes payee lists public. The two lists show the total payments made to employees through payroll and to vendors through accounts payable.

Region Overview

Administration

The RQHR is administered by the Senior Management Team. The team welcomed Charlene Gavel to the position of vice president and chief financial officer of Financial Services in October 2011. Mike Higgins, vice president of Human Resources and Communications, served in that role while managing his regular duties prior to her arrival. In October, Dr. Christina Vuksic, senior medical officer and vice president Medical Services, left the RQHR. Her duties were assumed by Dr. Joy Dobson, who had shared this position with Vuksic prior to her departure.

The team, as of March 31, 2012, is made up of:

Dwight Nelson
President and Chief Executive Officer

Dr. Joy Dobson
Senior Medical Officer & Vice President, Medical Services

Mike Higgins*
Vice President, Human Resources & Communications

Val Hunko
Vice President, Rural, Restorative and Continuing Care

Carol Klassen
Vice President, Knowledge & Technology Services

Diane Larrivee
Vice President, Specialty Care

Sue Neville
Vice President, Clinical Support

Michael Redenbach
Vice President, Primary Health Care

Charlene Gavel
Vice President & Chief Financial Officer, Financial Services

* Duties as vice president and chief financial officer of Financial Services concluded with the arrival of Charlene Gavel.

Region Overview

The Practitioner Advisory Committee

The Practitioner Advisory Committee is responsible for assisting the Senior Management Team in the organization, management and functioning of practitioner staff; the development of rules, regulations and policies; and in making recommendations to the chief executive officer, the Senior Management Team and the regional health authority in accordance with medical staff bylaws.

Committee members, as of March 31, 2012, are:

Dr. Ted Alport
Dr. Lourens Blignaut
Dr. Tania Diener
Dr. Joy Dobson
Dr. Carolyn Giesinger
Val Hunko
Cherly Isted
Dr. Siva Karunakaran
Diana Larrivee
Jennelle McGeough
Sue Neville
Michael Redenbach
Dr. Glen Roberts
Dr. Luis Salgado
Dr. Gill White

The Regional Medical Association

The Regional Medical Association serves as an extension of the Saskatchewan Medical Association, representing physicians and their interests at a regional level.

Committee members, as of March 31, 2012, are:

Dr. Terrance Ross (president)
Dr. Siva Karunakaran (vice president)
Dr. David Kopriva (past president and treasurer)
Dr. Mark Cherry
Dr. Etienne Crouse
Dr. Neil Kapoor
Dr. Luis Salgado

Connecting Planning With Performance

The Regina Qu'Appelle Health Region's 2010-13 Strategic Plan outlines the region's goals, objectives and priorities as well as the actions that need to be taken to ensure the RQHR fulfills its Vision and Mission.

The RQHR has four strategic priorities:

- The client experience;
- Contributing to healthy communities;
- A healthy workplace; and
- A healthy business.

These priorities closely align with the Saskatchewan Ministry of Health's Strategic and Operational Directions (SOD) for the Health Sector 2011-12, which identifies specific measures, targets and initiatives to be undertaken by the health regions.

Key activities carried out in the RQHR in 2011-12 supported the province-wide goal of creating a responsive, efficient patient-centred health system. Providing patient- and family-centred care, fulfilling the provisions of the Saskatchewan Surgical Initiative, continued implementation of Releasing Time to Care™ and the Lean initiative and implementing new models for the delivery of primary health care are key components of that goal.

Connecting Planning with Performance reports on the key activities carried out in the RQHR in the 2011-12 fiscal year. The region has taken strides towards reaching its 2011-12 goals but there is still work to be done. In an effort to show how resources are used, the RQHR continues to work towards linking the financial and non-financial performance information.

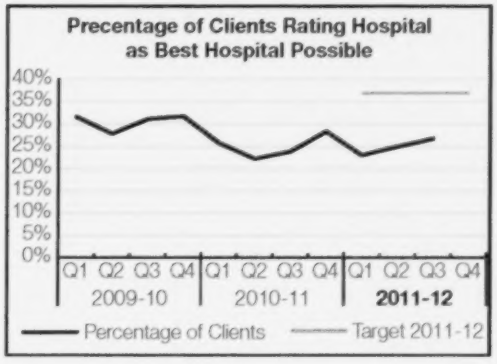
Successes achieved and challenges faced are both presented in *Connecting Planning with Performance* which follows.

As a means of ensuring transparency and accountability, and to enable the public in understanding our targets and initiatives, performance progress is posted throughout the year on RQHR's Internet site at **www.rqhealth.ca**.

Connecting Planning with Performance
Strategic Priority: Client Experience

Putting the Client First

Increase the number of clients rating their experience as excellent



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	37%	29.8%

What Is Being Measured?

Indicator: Percentage of clients rating hospital as best hospital possible

Definition: Percentage of patients rating their hospital stay as 10, where zero is the worst hospital possible and 10 is the best hospital possible

Calculation:

$$\left(\frac{\text{number of patients reporting hospital stay as 10}}{\text{number of patients who complete survey}} \right) \times 100$$

Data source: Health Quality Council Patient Satisfaction Survey (un-weighted value)

Why Is This Of Interest?

In keeping with the spirit of the provincial Patient First Review, and aligning with the strategic pillars of the Ministry of Health, Regina Qu'Appelle Health Region (RQHR) identified the "client experience" as one of its four strategic priorities. A key goal of this priority is "putting the client first."

What Is The Target?

Thirty-seven per cent of clients rating hospitals as best possible by the end of the 2011-12 fiscal year.

How Are We Doing?

The percentage of RQHR clients rating the hospital they received care in as the best possible hospital has increased to 29.8 per cent. This is below the RQHR target of 37 per cent and the overall Saskatchewan average of 32 per cent.

The patient satisfaction survey looks at various aspects of the patient's experience while they are in hospital to receive treatment or care. The best possible hospital question asks patients to provide an overall rating of how they viewed the quality of their care experience while they were in hospital. Patients are randomly selected to receive the patient experience survey some three weeks after they have been discharged from hospital. Respondents who return the completed survey represent between 3.5 and 5 per cent of all those surveyed.

What Actions Are We Taking?

The RQHR has identified specific areas to improve the safety, quality and patient experience. For example, the region continues to roll out a program called Releasing Time to Care™ that is designed to organize the layout of equipment and supplies in nursing units, improve business processes and workflow in order for clinical staff, such as nurses, to spend more time caring for patients. The region has also undertaken projects to improve patient flow through Regina's hospitals in order to ensure that patients access care as quickly as possible right from the Emergency Department to the nursing units and discharge back home or to institutional care. Other projects have targeted medication management, access to mental health and addiction services, and access to diagnostic imaging. It is believed that improvements to business processes and patient flow will improve the access patients need for services, which in turn will improve their overall care experience in hospital. In addition, the RQHR, along with all provincial health regions, is working towards a more patient- and family-centred approach to health care by including patients on improvement project teams, program planning, facility design and business process redesign initiatives.

Connecting Planning with Performance
Strategic Priority: Client Experience

Improving Client Safety

Reduce Hospital Standardized Mortality Ratio (HSMR)

Performance is within 75-99% of target.

Actively Monitoring

Improvement	Target	Actual
	93	94 (Q3)*

What Is Being Measured?

Indicator: Hospital Standardized Mortality Ratio

Definition: Ratio of actual number of in-hospital deaths in the acute care in Regina (Pasqua and Regina General hospitals) to those that would have been expected based on types of patients treated

Calculation:

$$\left(\frac{\text{observed deaths}}{\text{expected deaths*}}\right) \times 100$$

Data Source: Canadian Institute for Health Information; Discharge Abstract Database (data source Ministry of Health)

Why Is This Of Interest?

The ratio provides a starting point to identify areas for improvement which may help to reduce hospital deaths from adverse events. The region's goal is to reduce adverse events. When tracked over time, the ratio can be a guide to how successful hospitals or health regions have been in reducing harm.

What Is The Target?

A Hospital Standardized Mortality Ratio of less than 93 by the end of the 2011-12 fiscal year. The Canadian Institute for Health Information recently changed the calculation of this measure. As a result, the target has been revised upward to reflect this new methodology.

How Are We Doing?

The mortality ratio for Regina Qu'Appelle Health Region (RQHR) was 94 in the third quarter, the last period for which the Canadian Institute for Health Information provided results by year end.

What Actions Are We Taking?

We will continue to monitor our performance.

Connecting Planning with Performance
Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for surgery

Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
Yes	0	518

What Is Being Measured?

Indicators: Number of patients waiting longer than 12 months for surgery

Data Source: Saskatchewan Surgical Patient Registry

Why Is This Of Interest?

Ensuring timely access to surgical services is a fundamental component of the RQHR's plan to provide patient-centered care. As part of its mission to meet the diverse needs of its communities, the RQHR continues to focus on providing surgical care to those patients waiting the longest while working to ensure the more urgent cases are performed within appropriate time frames.

How Are We Doing?

We are making progress in reducing the number of patients waiting.

What Is The Target?

All patients offered an option to have surgery within 12 months.

What Actions Are We Taking?

In the 2012-13 fiscal year, the region will implement a revised surgical initiative, in support of the Saskatchewan Surgical Initiative*, which is structured to achieve shorter waits for surgery, provide an improved experience for patients, and facilitate care that is safer and higher in quality. The RQHR performed a record number of surgeries in 2011-12. The region was recently able to train 16 operating room nurses with a further 21 graduating in the coming fiscal year; recruiting OR nurses has been a challenge in the past. We were also successful in our recent external recruitment efforts from destinations such as Ireland. Work still needs to be done to bring wait times in line with provincial targets. The revised surgical initiative plan will focus on increasing capacity, improving our daily work and best practices, building on our current human resources plan, and strengthening leadership, accountability and engagement among all staff.

* The province launched the four year Saskatchewan Surgical Initiatives in April 2010 to reduce wait times and improve surgical processes. More information is available at **http://www.health.gov.sk.ca/surgical-initiative**.

Connecting Planning with Performance
Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for diagnostic imaging

Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
No	200	748

What Is Being Measured?

Indicator: Number of patients waiting more than 90 days for an elective magnetic resonance imaging (MRI) scan

Data source: RQHR monthly data

Why Is This Of Interest?

MRI images, which could be of bone, blood vessels, spinal cord, muscles, organs or joints, are important in diagnosing and determining the best course of treatment. Waiting for a scan and a diagnosis causes anxiety for patients and possibly delays treatment; therefore, wait times should be minimized.

What Is The Target?

No patients waiting longer than 90 days for an elective MRI scan by Dec 31, 2013.

How Are We Doing?

Despite improving departmental efficiencies through our Lean project work, the number of patients waiting has increased in the last months of the fiscal year. Lean is a strategy which focuses on eliminating waste while continuously increasing the percentage of work that adds value. Value is measured through the eyes of the customer, client or patient. The number of requests for MRI received daily exceeds our current MRI capacity.

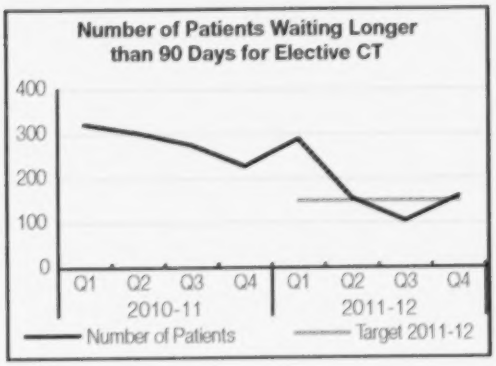
What Actions Are We Taking?

The region is continuing to examine, through Lean project work, ways to create efficiencies and ensure that patient MRIs are scheduled based on patient need. The region continues to look for ways to expand its capacity.

Connecting Planning with Performance
Strategic Priority: Client Experience

Reducing Waits for Service

Reduce wait times for diagnostic imaging



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	150	159

What Is Being Measured?

Indicator: Number of patients waiting longer than 90 days for an elective computed tomography (CT) scan

Data Source: RQHR monthly data

Why Is This Of Interest?

CT is now the most widely used imaging tool in the diagnosis of serious diseases. The images are an important source of information in diagnosis and in deciding upon a course of treatment. Wait times should be minimized, as waiting for a scan and diagnosis can cause patients to feel anxious and delays their treatment.

What Is The Target?

No patients waiting longer than 90 days for an elective CT scan by Dec 31, 2013.

How Are We Doing?

The region was within reach of its target by the end of the 2011-12 fiscal year. The RQHR has increased its capacity to provide CTs by entering into an agreement with Radiology Associates of Regina in June 2011. The contract has given the region access to a fourth CT.

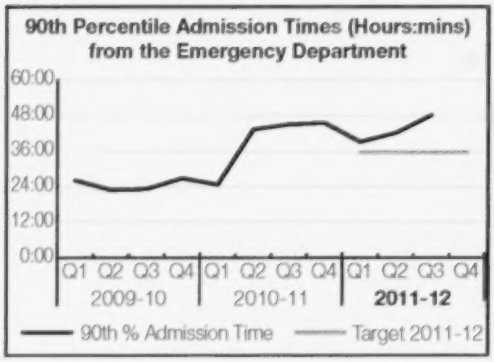
What Actions Are We Taking?

The region is developing a strategy to maintain CT capacity.

Connecting Planning with Performance
Strategic Priority: Client Experience

Reducing Waits for Service

Admission Times from the Emergency Department



Performance is less than 75% of target.

Action Planned

Improvement	Target	Actual
N/A	35:39 hrs	48:05 hrs (Q3)

What Is Being Measured?

Indicator: The time between when a doctor decides to admit a patient registered in the emergency department to an acute care inpatient unit until that bed is ready and the patient arrives on the unit. Wait times at both Regina General and Pasqua hospitals are being measured.

Data Source: Regina Qu'Appelle Health Region's (RQHR's) Health Information Management System

Definition: The time from the physician's decision to admit an emergency patient to an inpatient unit until the time when the bed is ready and the patient is placed in the inpatient bed

Why Is This Of Interest?

This measurement helps managers understand the overall movement of patients from emergency into the acute care system. Delays in transfer to acute care inpatient units are the primary cause of emergency department overcrowding. When the system is effective and efficient, wait times for patients from the emergency departments to acute care will be lower.

What Is The Target?

To reduce the amount of time patients wait in the emergency department for an open bed in the inpatient unit by 10 per cent. A 90th percentile is being used to measure this target. This means that 90 per cent of patients admitted from the emergency department to an acute care inpatient unit will wait less than the target time frame and nine per cent will wait longer. Presently, 90 per cent of patients wait less than 48 hours and five minutes for an open bed in an inpatient unit. A 10 per cent reduction would mean that 90 per cent of patients will wait less than 35 hours and 39 minutes. The target was based on a 10 per cent reduction of the baseline of 39 hours and 37 minutes, the amount of time (at the 90th percentile) patients were waiting in the second quarter of 2011-2012, when RQHR began tracking the year's data.

How Are We Doing?

The wait times for RQHR patients from the time they are admitted from emergency to an acute care bed until the bed is ready and they are moved to the bed are similar to those at most tertiary care hospitals in Canada. The RQHR has not been successful in attaining its goal.

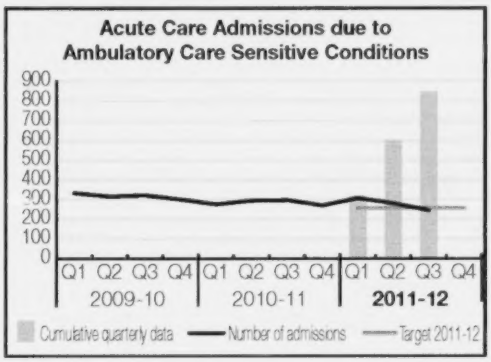
What Actions Are We Taking?

Improving the timely admission and discharge of patients on acute care units is among the highest priorities of the RQHR. Doing so will help reduce the amount of time patients admitted to acute care will wait in emergency for an available acute care bed. A variety of initiatives have been employed to improve patient flow, the most notable of which is the "D System." The D System is a process which improves communication amongst the patient, his or her family and the multidisciplinary team caring for the patient. The goal is to promote a clear, collaborative discharge plan that is focused on the patient's care needs and includes a targeted date of discharge. Improvements in discharge times will yield improvements in admission wait times.

Connecting Planning with Performance
Strategic Priority: Healthy Communities

Building Partnerships to Positively Impact Community Wellness

Improve access to primary health care services



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	256 Quarterly	246* (YTD 834) (Q3)

*Fourth quarter results were not available at year-end.

What Is Being Measured?

Indicator: Number of acute care admissions due to ambulatory care sensitive conditions

Definition: Ambulatory care sensitive conditions include seven chronic conditions: angina, asthma, chronic obstructive pulmonary disease (COPD), diabetes, grand mal status and other epileptic convulsions, heart failure and hypertension.

Data Source: Canadian Institute for Health Information; Discharge Abstract Database

Why Is This Of Interest?

Hospitalizations for ambulatory care sensitive conditions are considered to be a measure of access to appropriate medical care. While not all admissions for these conditions are avoidable, it is assumed that appropriate ambulatory care could prevent the onset of this type of illness or condition, control an acute episodic illness or condition, or manage a chronic disease or condition.

What Is The Target?

A 10 per cent reduction in the number of acute care hospital admissions (or 256 cases quarterly / 1,025 cases annually) due to ambulatory care sensitive conditions.

How Are We Doing?

The number of acute care admissions decreased in the third quarter, marking the first period in the fiscal year where the region's target was met. Fourth quarter data was unavailable at year-end.

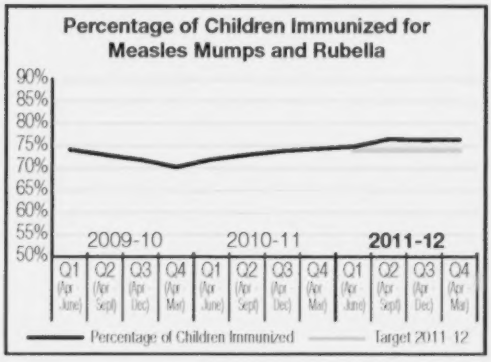
What Actions Are We Taking?

Work continued on the pilot project of a COPD program in inner-city Regina and the rural COPD rehabilitation program was successfully launched in Indian Head. Work has recently begun on the development and implementation of a regional "Action Plan for Chronic Disease Management" which will support a coordinated, integrated approach to the care of people with chronic conditions. Primary health care redesign will support better access to primary health care services. This year, the region has engaged in consultation and planning work for two primary health care projects, the Inner City Primary Health Care Centre, located directly across from the Pasqua Hospital, and the Rural West Primary Health Care Project, which focuses on the development of a health care strategy for the Fort Qu'Appelle, Balcarres and Lestock area.

Connecting Planning with Performance
Strategic Priority: Healthy Communities

Leading Health Promotion and Prevention Initiatives

Increase rate of childhood immunizations



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	74.0%	75.9%

What Is Being Measured?

Indicator: The immunization rate among two-year-olds for measles, mumps and rubella (MMR) vaccine

Definition: Percentage of two-year-olds who are registered in the Saskatchewan Immunization Management System (SIMS) and have received two or more doses of the MMR vaccine. SIMS is a confidential, population-based, computerized information system that collects consolidated immunization information for Saskatchewan residents. The system is operated by the Ministry of Health and enables health regions to electronically track immunizations a person has received.

Calculation:

$$\left(\frac{\text{Number of children 2 years of age registered in SIMS who received 2 or more doses of MMR immunization}}{\text{All children registered in SIMS population 2 years of age}} \right) \times 100$$

*Excludes children whose SIMS Personal Registry System status is inactive or unknown.

Data Source: SIMS

Why Is This Of Interest?

A low rate, or a decline in the rate, of immunization for the MMR vaccine is of concern because the measles virus is highly contagious and populations with low immunizations rates are more susceptible to measles outbreaks.

What Is The Target?

Seventy-four per cent of two-year-olds will have received two or more doses of the measles, mumps and rubella vaccine by the end of December 2012.

How Are We Doing?

We have achieved our target of at least 74 per cent of children receiving two vaccinations of the MMR vaccine before the age of two.

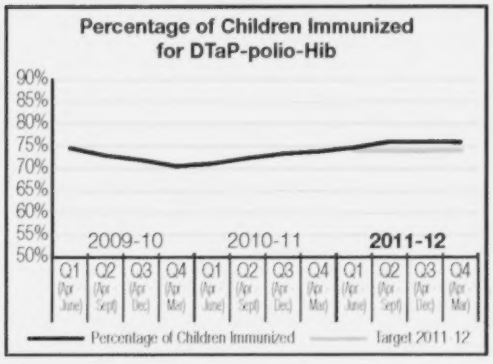
What Actions Are We Taking?

- Public health nursing staff send reminders to parents when their child is 13, 16 and 20 months of age, reminding them to have their child immunized;
- Population and Public Health Services has developed and implemented interventions in Regina's core neighbourhoods, such as additional off-site clinics, and immunization at daycare centres and at "teddy bear" clinics, to increase the rate of immunization;
- The RQHR has developed an interactive, web-based immunization reminder system (Immutrax);
- Public health nurses provide information packages to new mothers at their first home visit following discharge from hospital;
- Educational information is provided to clinicians about the immunization schedule and how to manage children who are off schedule; and
- Public health staff uses mapping software to map SIMS data which helps them identify areas where immunization rates are low.

Connecting Planning with Performance
Strategic Priority: Healthy Communities

Leading Health Promotion and Prevention Initiatives

Increase rate of childhood immunizations



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	74.0%	76.4%

What Is Being Measured?

Indicator: The immunization rate among two-year-olds for DTaP-polio-Hib (diphtheria-tetanus-pertussis, polio, haemophilus influenzae type b) vaccine

Definition: Percentage of children two years of age who are registered in the Saskatchewan Immunization Management System (SIMS) and have received four or more doses of the DTaP-polio-Hib vaccine on or before their second birthday. SIMS is a confidential, population-based, information system that collects consolidated immunization information for Saskatchewan residents.

Calculation:

$$\left(\frac{\text{Number of children 2 years of age registered in SIMS who received 4 or more doses of DTaP-polio-Hib}}{\text{All children registered in SIMS population 2 years of age}} \right) \times 100$$

*Excludes children whose SIMS Personal Registry System status is inactive or unknown.

Data Source: SIMS

Why Is This of Interest?

Immunization protects children from a number of preventable and potentially fatal communicable diseases. Immunizations carried out based on current guidelines provide protection against and reduce the incidence and public health burden of vaccine preventable diseases. Monitoring trends in immunization coverage is important in recognizing the potential for outbreaks of disease and to recommend where public health should allocate its resources, such as improving immunization coverage among select population groups.

What is the Target?

Seventy-four per cent of two-year-olds will have received four or more doses of DTaP-polio-Hib vaccine by the end of December 2012.

How Are We Doing?

We have achieved our targets of at least 74 per cent of children receiving four doses of DTaP-polio-Hib before the age of two.

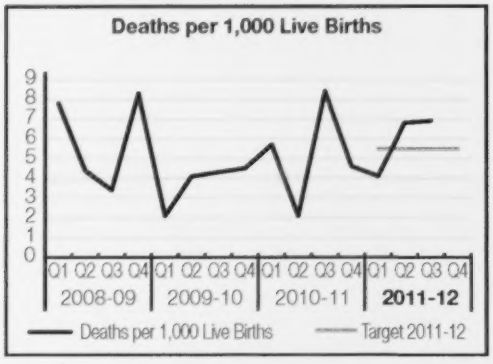
What Actions Are We Taking?

- Managers regularly assess the immunization coverage rates of children registered in SIMS and provide feedback to public health nurses on ways to increase or sustain immunization levels;
- Public health nursing staff send immunization reminders to parents when their child is 13, 16 and 20 months of age;
- Population and Public Health Services has implemented interventions in Regina's core neighbourhoods, such as additional off-site clinics and immunization at daycare centres;
- The RQHR has developed a web-based reminder system (Immutrax);
- Public health nurses provide information packages to new mothers;
- Educational information is provided to clinicians about the immunization schedule and how to manage children who are off schedule; and
- Public health staff uses mapping software to map SIMS data which helps them identify areas where immunization rates are low.

Connecting Planning with Performance
Strategic Priority: Healthy Communities

Reducing Disparities in Health Status

Reduce rate of infant mortality



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
Yes	5.5 or fewer deaths per thousand live births	6.9* (third quarter)

*Fourth quarter results were not available at year-end.

What Is Being Measured?

Indicator: Deaths in infants less than one year of age per 1,000 live births

Definition: Number of deaths in children less than one year of age per 1,000 live births

Calculation:

$$\left(\frac{\text{Deaths in infants less than 1 year of age}}{\text{Total in-hospital live births}} \right) \times 1000$$

Data Source: Regina Qu'Appelle Health Region's (RQHR's) Discharge Abstract Database

Why Is This Of Interest?

The infant mortality rate (IMR) is a long-established measure of a population's health and is an indication of the quality and accessibility of prenatal care for pregnant women. The infant mortality rate is a critical indicator of the overall health of a nation.

What Is The Target?

The target for 2011-12 is 5.5 or fewer deaths amongst infants less than one year of age per 1,000 in-hospital live births.

How Are We Doing?

Because of the small number of deaths, the rates are subject to random variation and should be interpreted with caution.

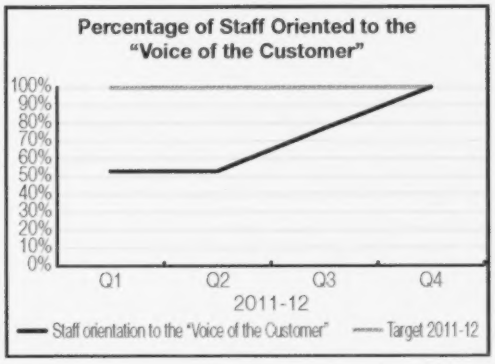
What Actions Are We Taking?

The RQHR has launched a number of initiatives to combat the issues which influence the region's infant mortality rate. Population and Public Health Services provides informal drop-in support programs and organizes Community Awareness Days to educate parents and caregivers about the importance of prenatal and postnatal care. The Al Ritchie Health Action Centre and Four Directions Community Health Centre also provide prenatal programming for high-risk parents (e.g. those with addictions, low socio-economic status and/or young mothers).

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Establishing Workplace Readiness so People Succeed

Staff Orientation to the Voice of the Customer



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	100%	100%

What Is Being Measured?

Indicator: Employees oriented to Voice of the Customer expectations. Voice of the Customer, also known as Excellence in Customer Service, is a program intended for all Regina Qu'Appelle Health Region (RQHR) employees. It assists employees in understanding how simple actions, based on RQHR's "Living Our Values" (see page 10), influence a client's health care experience in either a positive or a negative way and helps employees understand their role in providing patient- and family-centred care. The initiative, a Ministry of Health expectation, was launched in RQHR in April 2011.

Definition: The proportion of existing employees who have received orientation to the Regina Qu'Appelle Health Region's (RQHR's) expectations for Excellence in Customer Service. Excellence in Customer Service is based on the RQHR Vision, Mission and Values as outlined in the "Living Our Values" document.

Calculation:

$$\left(\frac{\text{number of existing staff who have completed orientation}}{\text{total number of existing staff}} \right) \times 100$$

Data Source: RQHR's Department of Learning and Professional Affairs

Why Is This Of Interest?

Listening and responding to the voice of the customer is vitally important to improve communication between the RQHR's clients and staff. Understanding the voice of the customer can help our staff provide accessible and responsive services that meet our clients' needs.

What Is The Target?

One hundred per cent of existing staff will be oriented to Voice of the Customer expectations by March 31, 2012.

How Are We Doing?

As of March 31, 2011, the region met its target.

What Actions Are We Taking?

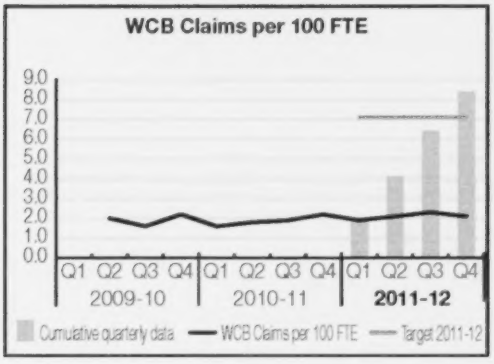
All new staff members learn about Voice of the Customer expectations when they undergo regional orientation training.

Voice of the Customer videos were distributed to all rural and uban facilities, departments and nursing units in the RQHR. The video presentation has also been posted to the employee intranet to further ensure easy access.

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	7.11	8.3

What Is Being Measured?

Indicator: Number of lost time Saskatchewan Workers' Compensation Board (WCB) claims per 100 full time equivalents (FTE)

Definition: The number of lost-time WCB claims expressed as a rate per 100 FTEs for a specified time period. Lost time claims occur when a worker is injured at work and misses time at work beyond the initial day of injury. The measure is the number of lost time Workers' Compensation Board claims that would be expected, per 100 full-time equivalent positions.

Calculation:

$$\frac{\text{Number of accepted lost-time WCB claims}}{\left(\frac{\text{Number of paid FTEs}}{100}\right)}$$

Data Source: Ministry of Health

Why Is This Of Interest?

The number of lost time WCB claims experienced by an organization reflects the safety of the work environment, such as employees' adherence to safe work practices and the availability of appropriate equipment. Injuries affect employee morale, staff retention and increase the cost of providing service.

What Is The Target?

A 10 per cent reduction (an annual target of 7.11) in the number of lost-time WCB claims per 100 FTEs in the 2011-12 fiscal year, compared to the 2010-11 fiscal year.

How Are We Doing?

During the last quarter of the 2011-12 fiscal year, there were 2.06 lost time WCB claims per 100 FTEs. Total lost time claims for the 2011-12 fiscal year were 8.3 per 100 FTEs.

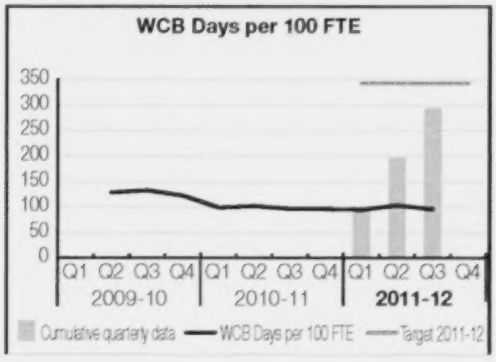
What Actions Are We Taking?

The Regina Qu'Appelle Health Region continues to work with regional managers and staff to establish safety as an organizational priority. Central to achieving this is the full implementation of a safety management system. Doing so will ensure that we embed a culture of patient and staff safety that targets the elimination of all injuries within the RQHR.

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	343.3	N/A

What Is Being Measured?

Indicator: Number of lost-time Saskatchewan Workers' Compensation Board (WCB) days per 100 full time equivalents (FTE)

Definition: The number of lost time WCB days expressed as a rate per 100 FTEs for a specified time period. Lost-time days refers to the number of eight-hour work days an employee is not at work due to workplace injuries. It is measured per 100 FTE positions.

Calculation:

$$\frac{\text{Number of accepted lost-time WCB days}}{\left(\frac{\text{Number of paid FTEs}}{100}\right)}$$

Data Source: Ministry of Health

Why Is This Of Interest?

The number of lost time WCB days experienced by an organization reflects the safety of the work environment, such as employees' adherence to safe work practices, and the availability of appropriate equipment. Injuries have an impact on employee morale, staff retention and the cost of providing service.

What Is The Target?

A 20.1 per cent reduction (an annual target of 343.3) in the number of lost-time WCB days per 100 FTEs in the 2011-12 fiscal year compared to the previous fiscal year.

How Are We Doing?

For the third quarter, the actual lost time WCB days per 100 FTEs was 96. As a result of changes being made to the WCB claims management information system, fourth quarter data was unavailable.

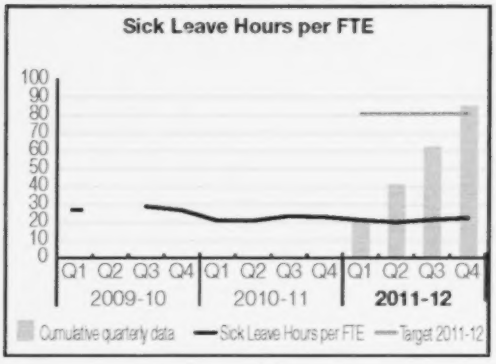
What Actions Are We Taking?

Strategies to address the Regina Qu'Appelle Health Region's rate of musculoskeletal injuries continue. Employees continue to be trained in the Transfers, Lifts and Repositioning program, the Safe Moving and Repositioning Techniques program and in the Releasing Time to Care™ initiative. A heightened organizational focus on eliminating injuries by managing all aspects of staff safety will continue.

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	81	85.3

What Is Being Measured?

Indicator: Number of sick leave hours per full time equivalent (FTE)

Definition: The number of work hours that employees are absent from work due to illness or injury per FTE for a specified time period

Calculation:

$$\frac{\text{Number of work hours that employees are absent due to illness or injury}}{\text{Number of FTEs}}$$

Data Source: Ministry of Health

Why Is This Of Interest?

The number of sick time hours experienced by an organization reflects the health and capacity of the workforce (including employee morale and engagement). It also provides an early warning indicator for potential long-term disability claims. A reduction in sick time contributes to an overall reduction of costs for the organization.

What Is The Target?

An 8.8 per cent reduction (an annual target of 81.0 hours per FTE) in the number of sick leave hours per FTE in the 2011-12 fiscal year, compared to the previous fiscal year.

How Are We Doing?

Sick leave hours per FTE tracked slightly above our annual target.

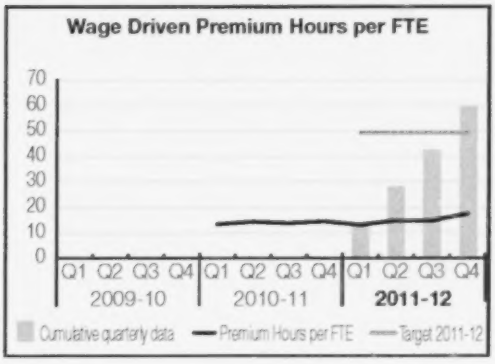
What Actions Are We Taking?

The Regina Qu'Appelle Health Region's (RQHR's) Attendance Support Program has undertaken a Lean project which will enhance the region's ability to help staff attend work regularly. The continued organizational focus on absenteeism and creating healthy and safe workplaces will help the RQHR reduce overall employee sick time.

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Building a Healthy Organization that Supports Safety for All and Quality Client Care

Improve staff workplace safety



Performance is within 75-99% of target;

Actively Monitoring

Improvement	Target	Actual
No	49.4	60.29

What Is Being Measured?

Indicator: Number of wage-driven premium hours per FTE

Definition: Wage-driven premium hours are the number of hours worked by an employee for which they receive premium pay. This includes pay associated with overtime, consecutive weekend worked provisions, earned time off, overtime on statutory holidays and "call back," when an employee has completed his or her shift and is then "called back" to work. This indicator measures the average wage-driven premium hours worked for each full time equivalent (FTE) in Regina Qu'Appelle Health Region (RQHR). Wage-driven premium hours do not include banked regular overtime.

Calculation:

$$\frac{\text{Total wage-driven premium hours}}{\text{Total FTEs}}$$

Data Source: RQHR's Finance Department

Why Is This Of Interest?

The RQHR has one of the highest rates of wage driven premium hours among health regions in the province. Not only is this financially problematic, the pressure on employees to maintain a high standard of care and service may be compromised by working continual overtime hours.

What Is The Target?

The RQHR aimed to reduce wage driven premium hours by 10.2 per cent, or 49.38 hours per FTE, in the 2011-12 fiscal year.

How Are We Doing?

In 2011-12, the average wage driven premium hours per FTE was 60.29, which is above the annual target.

What Actions Are We Taking?

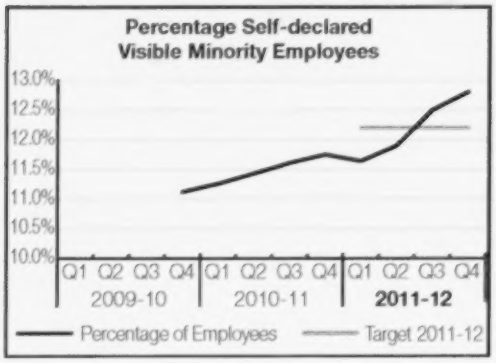
We are pursuing a comprehensive strategy for reducing wage driven premium hours. This includes:

- Providing managers with data so that they can see the number of wage driven premium hours being accrued in their area;
- Establishing performance targets; and
- Identifying units and areas of the organization where employees accumulate more wage driven premium hours than is the norm, in order to determine the root causes and introduce corrective actions to reduce avoidable use of overtime.

Connecting Planning with Performance
Strategic Priority: Healthy Workplace

Aligning Workplace Diversity with our Community

Increase staff representation of self-declared visible minority



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	12.2	12.8

What Is Being Measured?

Indicator: Percentage of self-declared visible minority employees and self-declared Aboriginal employees

Calculation:

$$\left(\frac{\text{Total \# of visible minority + Aboriginal employees}}{\text{Total number employees}} \right) \times 100$$

Data Source: Regina Qu'Appelle Health Region's (RQHR's) Human Resource's Workforce Planning and Employment Unit

Why Is This Of Interest?

Creating a workplace that aligns workplace diversity with our community is a strategic objective of our region. We seek a workplace where individuals work together respectfully, taking pride in contributing to a positive client experience and in achieving the organization's goals.

What Is The Target?

A 10 per cent improvement, or 12.2 per cent of employees declaring they belong to a visible minority or are Aboriginal, during the 2011-12 fiscal year.

How Are We Doing?

By the end of the 2011-12 fiscal year, the percentage of self-declared visible minority and Aboriginal employees was 12.8 per cent. This is above the target of 12.2 per cent set for 2011-12.

What Actions Are We Taking?

The health region's Representative Workforce Unit, whose responsibility it is to ensure that the region creates a diverse workforce, is now under the Employment Services umbrella. This change is helping ensure that the RQHR meets its representative workforce targets.

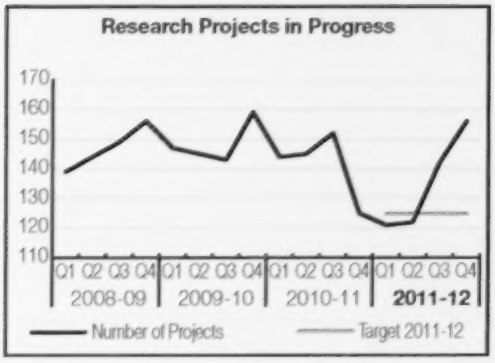
The region has engaged in targeted training strategies in partnership with Aboriginal training institutions.

The RQHR has created the position of cultural competency consultant and has hired an employee for this role to help RQHR's workplace become more culturally diverse.

Connecting Planning with Performance
Strategic Priority: Healthy Business

Advancing Knowledge, Teaching & Research

Increase participation in academic health sciences



Performance is at 100% of target.

On Track

Improvement	Target	Actual
No	125	156

What Is Being Measured?

Indicator: The number of research projects approved by Regina Qu'Appelle Health Region (RQHR) Research Ethics Board in progress. All research conducted within and/or under the auspices of the RQHR must be approved by the Research Ethics Board before they begin.

Data Source: Regina Qu'Appelle Health Region's (RQHR's) Research and Health Information Services

Why Is This Of Interest?

Health research tests the effectiveness of new treatments, informs health systems about factors that increase the probability of illness and supports the development of the most effective means of delivering health care. The RQHR is dedicated to supporting health research.

What Is The Target?

One hundred and twenty five RQHR Research Ethics Board approved research projects in progress by the end of the 2011-12 fiscal year.

How Are We Doing?

The RQHR exceeded its target. This reflects well on the health of research in the RQHR. Continued efforts will focus on supporting and promoting research.

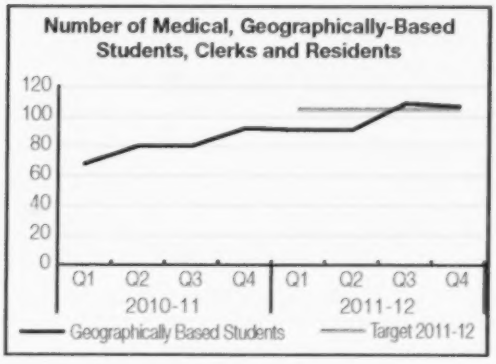
What Actions Are We Taking?

- Developing a research priority plan while enhancing partnerships with academic institutions;
- Providing education, consultation and assistance to support researchers; and
- Hosting the annual research showcase to provide a venue for the region's research accomplishments.

Connecting Planning with Performance
Strategic Priority: Healthy Business

Advancing Knowledge, Teaching & Research

Increase participation in academic health sciences



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	105 students	107 students

What Is Being Measured?

Indicator: The number of medical geographically based students, clerks and residents

Definition: Geographically based students – those medical (under and post graduate) students who are based full time at the College of Medicine Regina site

Data Source: College of Medicine Regina intake data

Why Is This Of Interest?

The goal is to attract, train and retain health professionals in the Regina Qu'Appelle Health Region (RQHR) and southern Saskatchewan and provide a high quality learning experience for medical students/residents.

What Is The Target?

The target is 105 geographically based medical students (under and post graduate) training at the Regina site by March 31, 2012.

How Are We Doing?

We have exceeded the target for the first quarter of 2012.

What Actions Are We Taking?

- The RQHR continues to work with academic organizations and southern health regions to expand the health sciences education available in Regina and southern Saskatchewan.
- In addition to fourth-year interns and third-year medical students, eight second-year students began their second semester in Regina in January 2012.
- Medical postgraduates from the areas of family medicine, obstetrics/gynecology, core surgery, psychiatry and emergency medicine can also choose to be geographically based in Regina. Internal medicine will be added to this list in the fall of 2012.

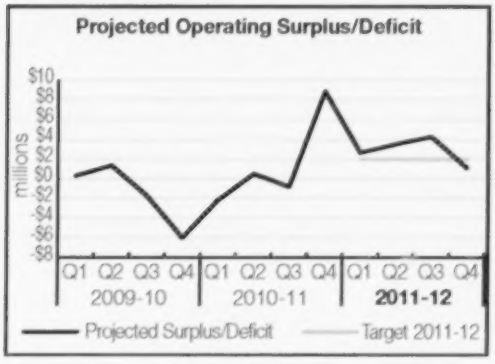
Activities which support the development of the academic program include:

- Ongoing evaluation of expanded medical training at the Regina site;
- Ongoing promotion to recruit second- and third-year medical students;
- Ongoing recruitment of and faculty development for RQHR physicians;
- Planning for space to accommodate study and learning needs;
- Completion by April 2012 of construction of an academic and continuing education simulation centre; and
- A longitudinal evaluation of medical students geographically based in Regina to measure successes and enhance programming.

Connecting Planning with Performance
Strategic Priority: Healthy Business*

Ensuring Responsible Resource Management & Stewardship

Achieve balanced budget at year-end



Performance is at 100% of target.

On Track

Improvement	Target	Actual
Yes	$2.000 million	$1.072 million

What Is Being Measured?

Indicator: Projected operating surplus / (deficit)

Definition: The Regina Qu'Appelle Health Region's (RQHR's) projected operating surplus (or deficit) at the end of a specified time period

Calculation: Total projected operating revenues less total projected operating expenditures

Data Source: RQHR's Finance Department

Why Is This Of Interest?

The Ministry of Health provides the RQHR with the majority of its funding. In order to ensure effective management and sound stewardship of its financial resources, the region must monitor expenditures compared to revenue. Sustainability of quality health care services relies on the region being able to provide service within its funding constraints. Monitoring of the projected operating surplus/ (deficit) will ensure timely corrective action is taken if necessary.

What Is The Target?

The RQHR targeted a surplus of $2.000 million for 2011-12.

How Are We Doing?

The region has achieved an actual surplus of $1.072 million.

What Actions Are We Taking?

Analysis of significant variances is ongoing.

* Strengthening Public Accountability and Transparency: Improve Availability of Electronic Information for Patients/Citizens: RQHR believes that an important part of its accountability to the public involves being transparent and trustworthy. The region strives to ensure that the public trusts it to make the right decisions to ensure the delivery of safe, quality services, today and into the future. To this end, the RQHR publicly shares its strategic priorities and goals online and the organization's progress in delivering these goals. No additional measure was identified for the region in this category for 2011-12.

2011/2012
Financial Report

Management Report

May 31, 2012

REGINA QU'APPELLE HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Regina Qu'Appelle Regional Health Authority. The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgments. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the region's assets are safeguarded and the financial records are relevant and reliable.

The authority delegates the responsibility of reviewing the financial statements and overseeing management's performance in financial reporting to the Committee of the Whole. The Committee of the Whole meets with the authority, management and the external auditors to discuss and review financial matters and recommends the financial statements to the authority for approval. The authority approves the annual report and, with the recommendation of the Committee of the Whole, approves the financial statements.

The appointed auditor conducts an independent audit of the financial statements and has full and open access to the Committee of the Whole. The auditor's report expresses an opinion on the fairness of the financial statements prepared by management.

Dwight Nelson
Chief Executive Officer

Charlene Gavel
CFO & Vice President of Financial Services

PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Regina Qu'Appelle Regional Health Authority, which comprise the statement of financial position as at March 31, 2012 and the statements of operations and changes in fund balances and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Regina Qu'Appelle Regional Health Authority as at March 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Regina, Saskatchewan
June 14, 2012

Bonnie Lysyk, MBA, CA
Provincial Auditor

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) www.auditor.sk.ca

Financial Overview

In fiscal 2011-12, the Regina Qu'Appelle Health Region (RQHR) recorded an actual surplus of $1.1 million compared to a budgeted surplus of $2.0 million. Compensation related expenditures arising from the finalization of collective bargaining accounted for the majority of the unfavourable expense variance. This unbudgeted expenditure was offset by unbudgeted revenues received from the Ministry of Health. The region experienced unprecedented and continued overcapacity situations and excess premium costs in 2011-12, however, through diligent fiscal management, the region was able to contain the unfavourable budget variance to 0.1 per cent of its total operating budget.

The organization's leadership is committed to increasing efficiencies in the region in order to reduce expenditures and maximize productivity. The region was successful in increasing volumes in areas of high demand, such as surgeries and diagnostic exams, while at the same time holding paid full-time equivalents to within 0.5 per cent of budget.

Expenditures

The region incurred operating expenditures of $929.2 million in 2011-12, a 9.1 per cent increase over 2010-11, compared to budgeted expenditures of $898.8 million. Salary and benefit costs of $677.2 million, including medical remuneration, accounted for 72.9 per cent of total operating expenditures. Through a focus on attendance support initiatives in 2011-12, the region was successful in reducing sick hours per full time equivalent by almost four per cent.

The region continued to experience high overtime and other premium costs in excess of budget during 2011-12. The region was able to negotiate favourable utility contracts, primarily in natural gas, resulting in a utility surplus of $.7 million. Medical remuneration contributed to the overall surplus by approximately $.4 million, due primarily to physician vacancies. The region continues to actively recruit to fill those vacancies.

Capital expenditures for 2011-12 totalled $26.3 million with approximately 54.7 per cent of funding provided by the Ministry of Health. The remainder of the funding was provided by various sources, such as foundations and rural trust contributions.

The region provides funding to prescribed health care organizations and other third parties for the provision of health care services. See Note 10 b) of the audited financial statements for a complete listing of third party funding.

Revenues

The region received operating revenue totalling $930.3 million for 2011-12, an increase of 8.1 per cent over 2010-11. Budgeted revenue for 2011-12 was $900.8 million, resulting in a favourable revenue variance of $29.5 million. The majority of the favourable variance was due to funding received from the Ministry of Health for collective bargaining increases. Contracts finalized during the 2011-12 year included the Health Sciences Association of Saskatchewan and the Saskatchewan Medical Association. The region also received funding for the joint job evaluation reclassification of licensed practical nurses. These revenues were not included in the budgeted revenues for 2011-12, thus resulting in the favourable variance.

Revenues also exceeded target in the areas of recoveries from other regional health authorities for services provided. An increase to the number of in-patient days and out-patient visits from residents of other provinces and outside of Canada impacted the favourable variance, as well.

Statement 1

STATEMENT OF FINANCIAL POSITION

As at March 31, 2012

	Operating Fund	Restricted Funds: Capital Fund	Restricted Funds: Community Trust Fund	Total 2012	Total 2011 (Note 19)
ASSETS					
CURRENT ASSETS					
Cash & short-term investments (Schedule 2)	$ 40,397,837	$ 17,882,374	$ 1,020,807	$ 59,301,018	$ 81,938,203
Accounts receivable					
Ministry of Health – General Revenue Fund	2,193,469	55,519	–	2,248,988	3,364,544
Other	14,758,189	1,663,877	54,834	16,476,900	14,399,723
Due to/from other funds	(85,190)	115,163	(29,973)	–	–
Inventory	5,086,089	–	–	5,086,089	4,519,120
Prepaid expenses	6,174,575	–	–	6,174,575	7,699,325
	68,524,969	19,716,933	1,045,668	89,287,570	111,920,915
Investments (Notes 2(i) & 15(c) & Schedule 2)	–	–	966,294	966,294	1,472,229
Due from local governments (Note 5)	–	52,914	–	52,914	56,764
Capital assets (Notes 2(d) and 3)	–	340,278,426	–	340,278,426	346,459,553
Total Assets	$ 68,524,969	$ 360,048,273	$ 2,011,962	$ 430,585,204	$ 459,909,461
LIABILITIES AND FUND BALANCE					
CURRENT LIABILITIES					
Accounts payable	$ 44,288,884	$ 1,313,549	$ –	$ 45,602,433	$ 39,583,502
Accrued salaries	11,017,472	–	–	11,017,472	26,395,674
Vacation payable	46,926,475	–	–	46,926,475	43,862,456
Long-term debt & mortgages – current (Note 5)	–	1,630,282	–	1,630,282	1,943,450
Deferred revenue (Note 6)	29,612,793	–	–	29,612,793	34,749,647
	131,845,624	2,943,831	–	134,789,455	146,534,729
LONG TERM LIABILITIES					
Debentures (Note 7)	–	2,187,924	–	2,187,924	2,085,294
Long-term debt & mortgages (Note 5)	–	6,501,771	–	6,501,771	6,999,710
Total Liabilities	131,845,624	11,633,526	–	143,479,150	155,619,733
Fund Balances					
Invested in capital assets	–	329,958,449	–	329,958,449	335,431,099
Externally restricted (Note 2(b) & Schedule 3)	–	17,549,216	2,011,962	19,561,178	28,920,227
Internally restricted (Note 16 & Schedule 4)	3,030,763	907,082	–	3,937,845	5,840,831
Unrestricted	(66,351,418)	–	–	(66,351,418)	(65,902,429)
Total Fund Balances (Statement 2)	(63,320,655)	348,414,747	2,011,962	287,106,054	304,289,728
Total Liabilities and Fund Balances	$ 68,524,969	$ 360,048,273	$ 2,011,962	$ 430,585,204	$ 459,909,461

Asset Retirement Obligations (Note 4)

Commitments (Note 4)

Mortgages (Note 5)

Pension Plan (Note 12)

Approved by the Board of Directors:

Lloyd Boutilier
Chairperson, Regina Qu'Appelle Regional Health Authority

Jacqueline Carter
Vice Chairperson, Regina Qu'Appelle Regional Health Authority

The accompanying notes and schedules are part of these financial statements.

Statement 2

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended March 31, 2012

	Operating Fund			Restricted Funds			
	Budget 2012 (Note 13)	2012	2011 (Note 19)	Capital 2012	Community Trust 2012	Total 2012	Total 2011 (Note 19)
REVENUES							
Ministry of Health - general revenue fund	$824,736,925	$843,467,837	$778,157,500	$ 5,399,441	$ –	$ 5,399,441	$ 23,475,298
Other provincial	11,080,947	12,009,002	12,445,252	326,066	–	326,066	439,601
Federal government	7,682,739	8,436,567	7,611,065	–	–	–	–
Alberta funding for Lloydminster	–	–	–	–	–	–	–
Patient and client fees	25,516,026	26,037,790	25,029,073	–	–	–	–
Out of province (reciprocal)	7,621,110	9,775,357	8,084,480	–	–	–	–
Out of country	973,650	1,139,953	1,309,351	–	–	–	–
Donations	1,561,556	1,599,852	1,746,217	6,388,455	40,030	6,428,485	5,462,925
Ancillary	6,074,574	6,265,759	6,019,531	–	–	–	–
Investment	532,000	803,144	609,302	–	59,373	59,373	74,479
Recoveries	6,942,131	12,028,571	10,167,579	–	–	–	–
Research grants	–	152,723	393,475	–	–	–	–
Other	8,029,838	8,539,805	8,813,232	1,171,303	–	1,171,303	2,917,941
Unrealized gain - financial instruments	–	–	–	–	11,318	11,318	3,333
Total Revenues	900,751,496	930,256,360	860,386,057	13,285,265	110,721	13,395,986	32,373,577
EXPENSES							
Inpatient & resident services							
Nursing Administration	3,844,257	3,897,979	3,462,837	–	–	–	–
Acute	195,547,107	211,712,448	190,109,181	9,277,071	7,848	9,284,919	8,235,665
Supportive	113,559,389	118,736,904	111,475,352	1,064,123	48,307	1,112,430	3,358,395
Integrated	13,937,999	14,774,497	13,821,715	278,626	–	278,626	273,056
Rehabilitation	6,199,171	6,756,310	6,354,957	531,874	–	531,874	674,519
Mental health & addictions	11,552,495	12,139,116	11,425,053	–	–	–	–
Total Inpatient & resident services	344,640,418	368,017,254	336,649,095	11,151,694	56,155	11,207,849	12,541,635
Physician compensation	66,908,145	69,247,997	60,520,040	–	–	–	–
Ambulatory care services	85,576,254	89,097,210	79,565,576	39,596	–	39,596	24,922
Diagnostic & therapeutic services	113,539,004	114,915,547	108,247,317	2,217,500	–	2,217,500	2,034,278
Community health services							
Primary health care	12,264,520	12,309,227	10,621,626	67,314	–	67,314	34,134
Home care	26,266,041	28,523,973	25,677,438	24,823	5,941	30,764	35,448
Mental health & addictions	27,424,309	26,663,107	23,967,907	55,901	–	55,901	12,792
Population health	18,667,392	18,473,100	19,077,490	19,981	–	19,981	22,380
Emergency response services	14,432,558	15,953,949	14,019,019	547,013	–	547,013	540,431
Other community services	5,168,794	5,351,192	5,336,215	–	–	–	–
Total Community health services	104,223,614	107,274,548	98,699,695	715,032	5,941	720,973	645,185
Support Services							
Program support	43,138,942	47,167,177	41,565,652	3,233,012	–	3,233,012	4,133,754
Operational support	130,593,116	130,114,378	121,641,363	13,909,185	–	13,909,185	16,699,367
Other support	8,069,479	1,880,746	2,827,478	–	–	–	–
Total Support services	181,801,537	179,162,301	166,034,493	17,142,197	–	17,142,197	20,833,121
Ancillary	2,062,524	1,469,620	1,855,166	323,428	–	323,428	334,170
Total Expenses (Schedule 1)	898,751,496	929,184,477	851,571,382	31,589,447	62,096	31,651,543	36,413,311
Excess (Deficiency) of revenue over expenses before the following items	$ 2,000,000	1,071,883	8,814,675	(18,304,182)	48,625	(18,255,557)	(4,039,734)
Transfer Broadview Hospital Trust Fund to Broadview and District Healthcare Foundation		–	–	–	–	–	(111,977)
Excess (Deficiency) of revenue over expenses		1,071,883	8,814,675	(18,304,182)	48,625	(18,255,557)	(4,151,711)
Fund balances, beginning of year		(60,942,138)	(65,024,509)	363,249,076	1,982,790	365,231,866	364,651,273
Interfund transfers (Note 16)		(3,450,400)	(4,732,304)	3,469,853	(19,453)	3,450,400	4,732,304
Fund balances, end of year		$ (63,320,655)	$ (60,942,138)	$348,414,747	$ 2,011,962	$350,426,709	$365,231,866

The accompanying notes and schedules are part of these financial statements.

Statement 3

STATEMENT OF CASH FLOW

For the year ended March 31, 2012

	Operating Fund		Restricted Funds			
	2012	2011 (Note 19)	Capital	Community Trust	Total 2012	Total 2011 (Note 19)
Cash provided by (used in):	Operating Activities		Financing and Investing Activities			
Excess (deficiency) of revenues over expenses	$ 1,071,883	$ 8,814,675	$(18,304,182)	$ 48,625	$(18,255,557)	$ (4,151,711)
Net change in non-cash working capital (Note 8)	(11,557,614)	2,795,169	235,670	(110,152)	125,518	3,638,536
Amortization of capital assets	–	–	29,083,136	–	29,083,136	27,621,715
Investment income on long term investments	–	–	–	–	–	–
(Gain) loss on disposal of capital assets	–	–	970,752	–	970,752	125,886
	(10,485,731)	11,609,844	11,985,376	(61,527)	11,923,849	27,234,426
Purchase of capital assets						
Buildings/construction	–	–	(8,346,127)	–	(8,346,127)	(10,332,412)
Equipment	–	–	(15,573,992)	–	(15,573,992)	(15,494,146)
Proceeds on disposal of capital assets						
Buildings	–	–	–	–	–	219,100
Equipment	–	–	47,358	–	47,358	128,280
Disposal (purchase) of long-term investments	–	–	–	505,935	505,935	(32,981)
Disposal (purchase) of debentures payable	–	–	102,630	–	102,630	58,194
Repayment of debt	–	–	(811,107)	–	(811,107)	(936,231)
	–	–	(24,581,238)	505,935	(24,075,303)	(26,390,196)
Net increase (decrease) in cash & short-term investments during the year	(10,485,731)	11,609,844	(12,595,862)	444,408	(12,151,454)	844,230
Cash & short-term investments, beginning of year	54,333,968	47,456,428	27,008,383	595,852	27,604,235	22,027,701
Interfund transfers (Note 16)	(3,450,400)	(4,732,304)	3,469,853	(19,453)	3,450,400	4,732,304
Cash & short-term investments, end of year (Schedule 2)	$ 40,397,837	$ 54,333,968	$ 17,882,374	$ 1,020,807	$ 18,903,181	$ 27,604,235

The accompanying notes and schedules are part of these financial statements.

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

For the year ended March 31, 2012

	Budget 2012	Actual 2012	Actual 2011 (Note 19)
Operating			
Advertising & public relations	$ 381,881	$ 154,681	$ 186,545
Board costs	175,586	188,989	145,297
Compensation - benefits	103,018,467	100,269,938	91,868,409
Compensation - salaries	484,021,618	501,080,744	467,440,539
Continuing education fees & materials	633,773	743,339	607,759
Contracted out services	12,492,994	13,509,604	9,493,585
Diagnostic imaging supplies	1,768,350	1,511,420	1,826,426
Dietary supplies	77,933	83,179	68,603
Drugs	13,689,293	14,009,434	13,702,502
Food	7,474,312	7,753,249	7,370,263
Grants to ambulance services	2,401,136	2,844,277	2,422,364
Grants to health care organizations & affiliates	54,523,428	63,602,889	54,975,175
Housekeeping & laundry supplies	2,848,442	2,712,352	2,808,743
Information technology contracts	4,860,045	5,387,992	4,891,869
Insurance	1,855,085	1,830,703	1,767,091
Interest	281,593	226,317	208,288
Laboratory supplies	5,228,168	5,470,692	5,140,366
Medical and surgical supplies	40,005,361	43,130,739	40,898,374
Medical remuneration & benefits	73,649,316	75,814,497	68,225,174
Meetings	130,102	134,771	271,283
Office supplies and other office costs	3,813,601	4,109,474	3,853,850
Other	8,824,679	6,102,631	5,471,555
Professional fees	13,660,484	12,851,700	8,392,291
Prosthetics	20,420,581	19,015,736	18,156,699
Purchased salaries	578,724	701,157	628,122
Rent / lease / purchase costs	9,922,167	11,974,606	9,930,005
Repairs and maintenance	11,981,301	13,377,606	11,902,655
Supplies - other	3,231,129	3,873,903	3,136,351
Therapeutic supplies	1,051,200	1,171,636	1,159,964
Travel	4,300,485	4,748,942	3,725,164
Utilities	11,450,262	10,797,280	10,896,071
	$ 898,751,496	$ 929,184,477	$ 851,571,382
Restricted			
Amortization		$ 29,083,136	$ 27,621,715
(Gain) loss on disposal of fixed assets		970,752	125,886
Mortgage interest expense		379,546	405,578
Other		1,218,109	8,260,132
		$ 31,651,543	$ 36,413,311

Schedule 2

SCHEDULE OF INVESTMENTS

As at March 31, 2012

	Amount	Maturity	Effective Rate
Restricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash	$ 7,252		
B2B Trust High Interest Savings	65,019		
Bank of Montreal	17,882,374		
Renaissance Money Market	206,190		
	18,160,835		
Investments			
Canadian Imperial Bank of Commerce	56,391	10-Jan-13	2.28%
Canadian Western Bank	17,027	27-Aug-12	2.00%
ICICI Bank	126,956	20-Aug-12	4.42%
Laurentian Bank of Canada	60,144	1-Oct-12	2.50%
National Bank of Canada	142,402	11-Jun-12	2.86%
Saskatchewan Savings Bonds	339,426	15-Jul-12	4.20%
	742,346		
Long-Term			
B2B Trust	$ 94,376	30-Sep-13	2.95%
B2B Trust	50,000	24-Mar-14	2.25%
Equitable Trust Company	39,172	7-Jul-14	2.36%
HSBC Bank Canada	60,144	30-Sep-14	3.25%
ICICI Bank	103,258	27-Aug-13	2.43%
ICICI Bank	30,000	15-Sep-14	2.73%
Laurentian Bank of Canada	90,864	11-Oct-13	1.85%
Laurentian Bank of Canada	59,326	15-Oct-13	1.85%
Manulife Bank	127,183	15-Sep-14	2.70%
Montreal Trust	72,430	24-Mar-15	2.85%
Montreal Trust	36,045	2-Sep-15	2.35%
National Bank of Canada	203,496	11-Jun-13	3.46%
	966,294		
Total Restricted Investments	$ 19,869,475		
Unrestricted Investments			
Cash and Short-Term			
Savings Accounts			
Cash on Hand	$ 69,635		
Petty Cash	58,405		
Bank of Montreal	40,059,513		
Broadview Credit Union	801		
Canadian Imperial Bank of Commerce	7,559		
Cornerstone Credit Union	1,873		
Harris Bank	41,682		
Raymore Credit Union	179		
Royal Bank of Canada	155,156		
TD Canada Trust	3,034		
	40,397,837		
Total Unrestricted Investments	$ 40,397,837		
Cash & short-term investments	$ 59,301,018		
Long-term investments	966,294		
Total Investments	$ 60,267,312		

Schedule 3

SCHEDULE OF EXTERNALLY RESTRICTED FUNDS

For the year ended March 31, 2012

	Balance Beginning of Year	Investment & Other Revenue	Donations, Grants, & Transfers	Expenses	Transfer to investment in capital asset	Balance End of Year
Community Trust Fund						
Broadview Centennial Lodge	$ 218,130	$ 9,205	$ 1,385	$ 5,649	$ –	$ 223,071
Broadview Union Hospital	66,037	–	20,320	(178)	–	86,535
Eastern Saskatchewan Pioneer Lodge	13,812	–	4,052	–	–	17,864
Golden Prairie Home	357,325	12,404	610	4,074	–	366,265
Grenfell Area	430,428	13,324	2,460	–	–	446,212
Home Care	8,259	–	1,500	5,941	–	3,818
Indian Head Hospital	19,808	666	1,140	–	–	21,614
Lakeside Home	8,151	–	450	–	–	8,601
Montmartre Health Centre	84,105	1,372	610	1,495	19,453	65,139
Moosomin Union Hospital	128,261	6,393	970	8,026	–	127,598
St. Joseph's Integrated Care Centre	113,563	4,664	–	–	–	118,227
Whitewood Health Centre	116,381	5,203	5,207	37,089	–	89,702
Wolseley Memorial Hospital	418,530	17,460	1,326	–	–	437,316
	$ 1,982,790	$ 70,691	$ 40,030	$ 62,096	$ 19,453	$ 2,011,962
Capital Fund						
Balcarres Integrated Care Centre	$ 32,437	$ 1,080	$ 20,594	$ 6,011	$ –	$ 48,100
Echo Lodge	93,349	–	58,488	75,896	–	75,941
Home Care	2,707	–	–	–	–	2,707
Hospitals of Regina Foundation	107,794	–	–	–	28,281	79,513
Silver Heights Special Care Home	33,404	420	13,411	19,480	–	27,755
St. Joseph's Care Centre	12,354	–	1,220	–	–	13,574
Wascana Rehab Centre	186,367	52,083	–	–	32,353	206,097
Saskatchewan Health Building Systems	46,163	–	–	–	46,163	–
Saskatchewan Health Capital Construction	9,828,078	612,459	2,766,863	165,967	5,399,314	7,642,119
Saskatchewan Health Capital Equipment	6,641,151	522,482	7,796,198	284,759	11,718,889	2,956,183
Saskatchewan Health Dedicated IT Funding	406,095	–	333,420	83,539	442,426	213,550
Saskatchewan Health RIS/PAC	1,210,019	–	–	–	23,893	1,186,126
Saskatchewan Health EMS	364,008	–	2,400,000	–	626,193	2,137,815
Saskatchewan Health VFA	10,564,157	–	–	513,743	3,660,245	6,390,169
Capital funded by future operating surpluses	(2,590,646)	34,862	166,017	2,058,776	(1,018,110)	(3,430,433)
	$ 26,937,437	$ 1,223,386	$ 13,556,211	$ 3,208,171	$ 20,959,647	$ 17,549,216
Total Externally Restricted Funds	$ 28,920,227	$ 1,294,077	$ 13,596,241	$ 3,270,267	$ 20,979,100	$ 19,561,178

Schedule 4

SCHEDULE OF INTERNALLY RESTRICTED FUND BALANCES

For the year ended March 31, 2012

	Balance Beginning of Year	Investment Income Allocation	Allocation from unrestricted fund	Transfer to unrestricted fund (expenses)	Transfer to investment in capital	Balance End of Year
CAPITAL						
SHC Replacement Reserves						
Balcarres Integrated Care Centre	$ 108,000	$ –	$ –	$ –	$ –	$ 108,000
Echo Lodge	263,245	–	31,353	–	–	294,598
Golden Prairie Home	115,790	–	–	–	–	115,790
Silver Heights	77,500	–	–	–	–	77,500
Whitewood Community Health Centre	41,468	–	7,700	–	–	49,168
Regina Village Rentals	274,537	11,958	69,300	93,769	–	262,026
	$ 880,540	$ 11,958	$ 108,353	$ 93,769	$ –	$ 907,082
OPERATING						
Information Technology Systems	$ 775,990	$ –	$ –	$ –	$ 318,324	$ 457,666
Renovations & Construction	169,301	–	–	–	–	169,301
Capital Equipment	4,015,000	–	–	6,618	1,604,586	2,403,796
	$ 4,960,291	$ –	$ –	$ 6,618	$ 1,922,910	$ 3,030,763
Total Internally Restricted Funds	$ 5,840,831	$ 11,958	$ 108,353	$ 100,387	$ 1,922,910	$ 3,937,845

Schedule 5

CONSOLIDATED SCHEDULES OF BOARD REMUNERATION

For the year ended March 31, 2012

	Retainer	Per Diem	Travel Time Expenses	Travel & Sustenance Expenses	Expenses	CPP	2012 Total	2011 Total
Boutilier, L. Chairperson	$ 9,960	$ 18,975	$ 2,000	$ 659	$ 7,785	$ 1,344	$ 40,723	$ 36,253
Barber, B.	–	6,750	1,535	1,312	3,019	223	12,839	6,998
Carter, J.	–	6,100	1,550	2,151	857	220	10,878	10,462
Bryant, C.	–	7,725	400	277	2,515	229	11,146	6,770
Dixon, L.	–	6,700	2,113	2,381	3,122	306	14,622	16,249
Elford, L.	–	5,975	1,350	716	5,171	267	13,479	11,326
Everett, M.	–	7,325	3,513	3,047	9,154	–	23,039	22,284
Hunter, B.	–	–	–	–	–	–	–	4,106
Quinlan, S.	–	8,825	575	502	2,750	–	12,652	7,918
Semenchuck, G.	–	5,050	850	487	3,538	–	9,925	5,171
Woidyla, P.	–	7,900	2,125	2,855	2,477	299	15,656	7,823
	$ 9,960	$ 81,325	$ 16,011	$ 14,387	$ 40,388	$ 2,888	$ 164,959	$ 135,360

SENIOR MANAGEMENT SALARIES, BENEFITS, ALLOWANCES AND SEVERANCE

For the year ended March 31, 2012

	2012						2011		
	Salaries[1]	Vacation Payout[2,3]	Benefits & Allowances[2]	Sub-total	Severance Amount	Total	Salaries, Benefits & Allowances[2]	Severance	Total
Dwight Nelson, President & Chief Executive Officer	$ 339,031	$ –	$ 11,576	$ 350,607	$ –	$ 350,607	$ 385,820	$ –	$ 385,820
Joy Dobson, Senior Medical Officer	187,098	–	4,266	191,364	–	191,364	173,763	–	173,763
Charlene Gavel, Vice President & Chief Financial Officer	102,985	–	3,101	106,086	–	106,086	–	–	–
Mike Higgins, Vice President, Human Resources	212,554	–	6,362	218,916	–	218,916	231,500	–	231,500
Valerie Hunko, Vice President, Rural, Restorative & Continuing Care	201,657	–	6,686	208,343	–	208,343	204,830	–	204,830
Carol Klassen, Vice President, Knowledge and Technology Services	201,658	–	6,885	208,543	–	208,543	221,806	–	221,806
Diane Larrivee, Vice President, Specialty Care	202,434	–	6,066	208,500	–	208,500	213,003	–	213,003
Susan Neville, Vice President, Clinical Support	201,658	–	6,066	207,724	–	207,724	213,781	–	213,781
Michael Redenbach, Vice President, Primary Health Care	201,658	–	7,524	209,182	–	209,182	214,019	–	214,019
Christina Vuksic, Senior Medical Officer	174,827	–	3,544	178,371	–	178,371	271,633	–	271,633
Randy Stephanson, former Vice President & CFO (Resigned Dec 2010)	–	–	–	–	–	–	158,494	–	158,494
	$ 2,025,560	$ –	$ 62,076	$ 2,087,636	$ –	$ 2,087,636	$ 2,288,649	$ –	$ 2,288,649

1 Salaries include regular base pay, overtime, honoraria, sick leave, vacation leave, and merit or performance pay, lumpsum payments, and any other direct cash remuneration. Senior employee salaries were paid at 90% of base salary. Senior employees are eligible to earn up to 110% of their base salary. Performance adjustments have not been determined for the year ended March 31, 2012 and will be paid out in the 2012-13 fiscal year. Refer to Note 16 for further details.

2 Benefits & allowances include the employer's share of amounts paid for the employees' benefits and allowances that are taxable to the employee. This includes: professional development, education for personal interest, non-accountable relocation benefits, personal use of an automobile, cell phone, computer, etc., as well as any other taxable benefits.

3 Out of scope employees were offered a voluntary payout of prior years' outstanding vacation in 2010-11.

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2012

1) LEGISLATIVE AUTHORITY

The Regina Qu'Appelle Regional Health Authority (RHA) operates under *The Regional Health Services Act* (The Act) and is responsible for the planning, organization, delivery, and evaluation of health services it is to provide within the geographic area known as Regina Qu'Appelle Health Region under section 27 of The Act. The Regina Qu'Appelle Regional Health Authority is a non-profit organization and is not subject to income and property taxes from federal, provincial and municipal levels of government. The RHA is a registered charity under *The Income Tax Act* of Canada.

2) SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies.

a) Health Care Organizations

i) The RHA has agreements with and grants funding to the following prescribed health care organizations (HCOs) and third parties to provide health services:

615672 Saskatchewan Ltd. (Touchwood EMS)
Autism Resource Centre
Cupar Lions Volunteer Ambulance
Extendicare (Canada) Inc.
Hutch Ambulance Service
Imperial & District Ambulance
JT Ambulance Service Ltd.
Mental Health Association / Regina Branch Inc.
Phoenix Residential Society
Prairie Ambulance Care (1998) Ltd.
Rainbow Youth Centre
Raymore Community Health & Social Centre
Regina Recovery Homes Inc.
Saskatoon Health Region
Soo Line Ambulance Association
Strasbourgh EMS
Valley Ambulance Care Ltd.

Note 10 b) i) provides disclosure of payments to HCOs and third parties.

ii) The following affiliates are incorporated (and are registered charities under the *Income Tax Act of Canada*):

All Nations' Healing Hospital Inc.
Cupar and District Nursing Home Inc.
Lumsden & District Heritage Home Inc.
Santa Maria Senior Citizen's Home Inc.
The Regina Lutheran Housing Corporation
The Salvation Army William Booth Special Care Home
The Qu'Appelle Diocesan Housing Company

The RHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the RHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the RHA financial statements. Alternately, Note 10 b) ii) provides supplementary information on the financial position, results of operations, and cash flows of the affiliates.

iii) The Hospitals of Regina Foundation (the Foundation) is a non-controlled not-for-profit entity that raises funds for programs and equipment for facilities under the Regina Qu'Appelle Health Region. The foundation is incorporated under *The Non-Profit Corporations Act* and is a registered charity under the *Income Tax Act of Canada*.

The activities of the Foundation are not consolidated into the RHA financial statements. Alternately, Note 10 b) iii) provides supplementary information on the financial position, results of operations, and cash flows of the Foundation.

b) Fund Accounting

The accounts of the RHA are maintained in accordance with the restricted fund method of accounting for revenues. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of the RHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of the RHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues from Saskatchewan Health - General Revenue Fund provided for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community generated assets transferred to the RHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in the RHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between the RHA and the health corporations.

c) Revenue

Unrestricted revenues are recognized as revenue in the Operating Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted revenue related to general operations are recorded as deferred revenue and recognized as revenue of the Operating Fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

d) Capital Assets

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line or declining balance basis over their estimated useful lives as follows:

Buildings	2% to 10%
Leasehold improvements	2.5% to 33%
Equipment	5% to 30%

Donated capital assets are recorded at their fair value at the date of contribution.

e) Asset Retirement Obligations

Asset retirement obligations are legal obligations associated with the retirement of tangible long-lived assets. Asset retirement obligations are recorded when they are incurred if a reasonable estimate of fair value can be determined. Accretion (interest) expense is the increase in the obligation due to the passage of time. The associated retirement costs are capitalized as part of the carrying amount of the asset and amortized over the asset's remaining useful life.

f) Inventory

Inventory consists of general stores, pharmacy, and linen. All inventories are held at the lower of cost or net realizable value. Cost of general stores and linen inventory is determined on a weighted average basis. Pharmacy inventory cost is determined on the first in, first out basis.

g) Pension

Employees of the RHA participate in several multi-employer defined benefit pension plans or a defined contribution plan. The RHA follows defined contribution plan accounting for its participation in the plans. Accordingly the RHA expenses all contributions it is required to make in the year.

h) Measurement Uncertainty

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

i) Financial Instruments

The RHA has classified its financial instruments into one of the following categories: held-for-trading, loans and receivables, or other liabilities.

All financial instruments are measured at fair value upon initial recognition. The fair value of a financial instrument is the amount at which the financial instrument could be exchanged in an arm's-length transaction between knowledgeable and willing parties under no compulsion to act. Subsequent to initial recognition, held-for-trading instruments are recorded at fair value with changes in fair value recognized in income. Loans and receivables and other liabilities are subsequently recorded at amortized cost. The classifications of the RHA's significant financial instruments are as follows:

- Cash is classified as held-for-trading.
- Accounts receivable are classified as loans and receivables.
- Investments are classified as held-for-trading. Transaction costs related to held-for-trading financial assets are expensed as incurred.
- Short-term bank indebtedness is classified as held-for-trading.
- Accounts payable, accrued salaries and vacation payable are classified as other liabilities.
- Long-term debt is classified as other liabilities. The related debt premium or discount and issue costs are included in the carrying value of the long-term debt and are amortized into interest expense using the effective interest rate method.

As at March 31, 2012 (2011 – none), the RHA does not have any outstanding contracts or financial instruments with embedded derivatives.

The RHA is exposed to financial risks as a result of financial instruments. The primary risks the RHA may be exposed to are:

- Price risks which include: Currency risk - affected by changes in foreign exchange rates; Interest rate risk - affected by changes in market interest rates; and Market risk - affected by changes in market prices, whether those changes are caused by factors specific to the individual instrument of the issuer or factors affecting all instruments traded in the market.
- Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.
- Liquidity risk is the risk that an entity will encounter difficulty in raising funds to meet commitments associated with financial instruments. This may result from an inability to sell a financial asset quickly at close to its fair value.
- Cash flow risk is the risk that future cash flows associated with a monetary financial instrument will fluctuate in amount.

The RHA has policies and procedures in place to mitigate these risks.

j) Replacement Reserves

The RHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation. Schedule 4 shows the changes in these reserve balances during the year.

3) CAPITAL ASSETS

	March 31, 2012			March 31, 2011
	Cost	Amortization	Net Book Value	Net Book Value
Land	$ 7,786,570	$ –	$ 7,786,570	$ 7,786,570
Land & Leasehold Improvements	7,853,811	6,626,500	1,227,311	1,288,982
Buildings	458,315,868	205,741,818	252,574,050	254,318,506
Equipment	302,418,984	228,690,806	73,728,178	74,502,840
Construction in progress	4,962,317	–	4,962,317	8,562,655
	$ 781,337,550	$ 441,059,124	$ 340,278,426	$ 346,459,553

4) COMMITMENTS

a) Capital Asset Acquisitions

At March 31, 2012 commitments for acquisitions of capital assets were $8,557,751 (2011-$7,734,329).

b) Operating Leases

Minimum annual payments under operating leases on property and equipment over the next five years are as follows:

2012-13	$ 5,957,440
2013-14	5,335,590
2014-15	4,892,961
2015-16	4,801,776
2016-17	4,038,281

c) Asset Retirement Obligations

The RHA has no recorded liabilities for asset retirement obligations (2011 – $0).

d) Contracted Health Service Operators

The RHA continues to contract on an ongoing basis with private health service operators to provide health services in the RHA similar to those provided in the year ended March 31, 2012. Note 10 b) provides supplementary information on health care organizations.

5) MORTGAGES AND LOANS PAYABLE

	Interest Rate	Repayment Terms	S.H.C. Subsidy	2012	2011
Balcarres Integrated Care Centre					
CMHC Due April 2015	8.000%	$17,221 principal & interest	$ –	$ 47,051	$ 60,010
Echo Lodge					
CMHC Due September 2012	5.520%	$59,166 principal & interest	21,089	469,336	501,852
CMHC Due January 2018	5.875%	$10,688 principal & interest	–	52,795	60,184
CMHC Due January 2023	7.500%	$3,243 principal & interest	–	24,131	25,534
Golden Prairie Home					
CMHC Due December 2013	5.140%	$61,132 principal & interest	19,756	434,107	472,049
CMHC Due May 2024	7.625%	$18,687 principal & interest	–	148,783	156,005
Medical Office Building					
Bank of Montreal - demand loan	2.625%	$373,287 principal & interest	–	1,126,440	1,465,283
Regina Pioneer Village					
CMHC Due June 2015	4.390%	$144,649 principal & interest	67,017	1,653,226	1,724,093
CMHC Due October 2015	4.170%	$152,895 principal & interest	74,548	1,535,761	1,623,037
CMHC Due December 2022	7.875%	$133,527 principal & interest	–	972,065	1,027,897
CMHC Due December 2017	5.750%	$103,160 principal & interest	–	505,004	577,226
Silver Heights Special Care Home					
CMHC Due March 2013	5.380%	$49,785 principal & interest	59,939	530,347	551,237
Whitewood Community Health Centre					
CMHC Due December 2013	5.140%	$99,851 principal & interest	31,635	633,007	698,753
				$ 8,132,053	$ 8,943,160
		Less: Current portion		1,630,282	1,943,450
				$ 6,501,771	$ 6,999,710

Saskatchewan Housing Corporation (SHC) may provide a mortgage subsidy for supportive care homes financed by Canada Mortgage and Housing Corporation (CMHC). The subsidy may change when the mortgage renewal occurs.

For each of the mortgages, the RHA has pledged the related buildings of the special care homes as security. Security for the loans was given in the form of promissory notes, general security agreements, assignments of fire insurance and board resolutions.

The RHA assumed responsibility for a loan agreement with Pacific and Western Bank of Canada, which was made on behalf of local governments that committed funds for the construction of the Balcarres Integrated Care Centre. The local governments provided signed agreements for the annual payment of their portion of the loan. The balance owing from local governments is $52,914 (2011 - $56,764).

The Medical Office Building demand loan was to finance the construction of the Medical Office Building. This project is considered to be self-financing over a 20-year period and the loan is secured through assignment of rent receipts. Interest is at bank prime less .375%. There is a remaining seven-year amortization on this loan.

Principal repayments required in each of the next five years are estimated as follows:

2012-13	$ 1,630,282
2013-14	531,325
2014-15	560,383
2015-16	574,721
2016-17	604,453
2017 & subsequent	4,230,889

6) DEFERRED REVENUE

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
Aboriginal Awareness	$ 32,703	$ 47,735	$ 50,000	$ 34,968
Aboriginal Health Transition Fund	83,063	83,063	–	–
Advanced Cardiac Life Support	2,881	–	–	2,881
Adults with Asperger's Syndrome	–	84,133	87,484	3,351
Affiliate OOS Compression Funding	32,507	–	–	32,507
All Nations' Healing Hospital	500,000	500,000	–	–
Approved Home Enhancements	34,900	34,900	–	–
Autism Resource Centre	836,280	836,280	–	–
Autism SLP Funding	–	56,491	82,800	26,309
Bariatric Surgery Assessment	83,006	83,006	–	–
Cardiac Care	15,000	15,000	–	–
Children's Mental Health: Outreach Services	57,853	56,052	–	1,801
Civic Pension Plan Settlement	5,000,000	–	5,451,000	10,451,000
Continuing Education & Professional Development	23,049	23,049	–	–
COPD Rehab Program	49,135	49,135	–	–
Distributive Education	860,000	188,035	–	671,965
Distributive Education Community Facility Proposal	–	–	350,000	350,000
Emergency Department Screener	–	–	46,000	46,000
Extendicare Provider Group Retro	2,782,000	2,782,000	–	–
GPH Quality Worklife Program	35,258	–	–	35,258
Greystone Bereavement Centre	500,000	250,000	–	250,000
HealthLine	339,646	3,157,581	3,817,468	999,533
HealthLine Pooled Referrals	–	28,548	118,500	89,952

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Saskatchewan Health Initiatives				
HIV Strategy	392,083	264,638	345,500	472,945
Home Hemodialysis - Set Up Costs	272,862	–	–	272,862
Increased CT Capacity	1,000,000	1,000,000	–	–
Independent Hemodialysis	282,307	228,862	–	53,445
Infectious Disease Clinic Nurse	–	–	55,000	55,000
Infection Prevention & Control	260,285	143,366	164,204	281,123
IPFCC Training	10,000	10,000	–	–
Leading Thunderbird Lodge	800,000	520,148	–	279,852
Lifestyles and Health Spending Benefits	406,945	321,903	449,980	535,022
Lucentis Administration	150,000	150,000	–	–
Medical Director CBS	61,765	42,421	–	19,344
MHA - HealthLine	245,094	493,822	502,034	253,306
Midwifery Services	82,322	18,791	–	63,531
Needle Exchange	92,292	31,455	25,000	85,837
Nursing Mentorship Initiative	92,589	9,058	125,000	208,531
Nursing Resource Team	147,500	–	–	147,500
Pharmacist Services	23,800	53,098	60,000	30,702
Philippine Nurse Relocation	90,757	–	–	90,757
Port A Count Machines	45,000	45,000	–	–
Primary Health Care Victoria Square Medical Clinic	125,000	2,189	–	122,811
Promotion of HealthLine	9,190	500	–	8,690
Provincial Tobacco Reduction Strategy	822,900	394,846	–	428,054
Quality Improvement Initiatives	1,000,000	–	–	1,000,000
Quality Workplace Initiatives	103,026	35,000	–	68,026
Recruitment & Retention	350,558	1,524	–	349,034
Re-design Framework of Primary Health Care	2,000,000	–	–	2,000,000
RWDSU Provider Group Retro	628,000	628,000	–	–
Safety Pilot Project	53,464	10,945	–	42,519
Safety Training Initiatives	438,851	30,631	–	408,220
Saskatchewan Surgical Initiatives	5,195,000	3,701,708	–	1,493,292
School of Dental Therapy	1,000,000	669,615	–	330,385
Shared Service Office	254,209	254,209	–	–
Surgical Assessment Centre	371,000	371,000	–	–
Surgical Incentives Fund	4,208	4,208	–	–
Total Saskatchewan Health	$ 28,078,288	$ 17,711,945	$ 11,729,970	$ 22,096,313

	Balance Beginning of Year	Less Amount Recognized	Add Amount Received	Balance End of Year
Non Saskatchewan Health Initiatives				
Acquired Brain Injury	$ 12,539	$ 714,046	$ 721,815	$ 20,308
Education Funds	167,374	113,779	4,793	58,388
Health Quality Council - Lean Funding	380,172	57,366	–	322,806
Kids First	1,014,097	3,518,701	3,639,843	1,135,239
Medical Earnings Pool	125,800	45,555	34,661	114,906
Research Grants	1,307,173	169,931	145,433	1,282,675
Saskatchewan Association of Health Organizations	56,031	56,031	–	–
Other	3,608,173	2,672,955	3,646,940	4,582,158
Total Non Saskatchewan Health	$ 6,671,359	$ 7,348,364	$ 8,193,485	$ 7,516,480
Total Deferred Revenue	$ 34,749,647	$ 25,060,309	$ 19,923,455	$ 29,612,793

7) DEBENTURES PAYABLE

The RHA owns and operates several accommodation units occupied by "unit holders". In consideration for a life interest in a "right of use" of the accommodation unit, the unit holder contributes a lump sum deposit. In accordance with the debenture agreement, in the event of the death of the unit holder or termination of the occupancy agreement by either party, the RHA is obligated to repay the unit holder or their representative the lesser of:

a) The original sum; or,

b) The fair market value of the holders' right of use.

The debentures payable represent the accumulated amount of deposits received from the market unit holders. These debentures are non-interest bearing with no fixed terms of repayment. The specific land and buildings to which the debentures relate have been pledged as collateral.

8) NET CHANGE IN NON-CASH WORKING CAPITAL

	Operating Fund		Restricted Funds			
	2012	2011	Capital	Community Trust	Total 2012	Total 2011
(Increase) Decrease in accounts receivable	$ (958,845)	$ 1,297,084	$ 111,226	$ (110,152)	$ 1,074	$ 4,369,999
(Increase) Decrease in inventory	(566,969)	785,336	–	–	–	–
(Increase) Decrease in prepaid expenses	1,524,750	(3,312,824)	–	–	–	14,623
Increase (Decrease) in accounts payable	5,894,487	(821,130)	124,444	–	124,444	(746,066)
Increase (Decrease) in accrued salaries	(15,378,202)	(11,918,527)	–	–	–	–
Increase (Decrease) in vacation payable	3,064,019	348,464	–	–	–	–
Increase (Decrease) in deferred revenue	(5,136,854)	16,416,766	–	–	–	–
	$ (11,557,614)	$ 2,795,169	$ 235,670	$ (110,152)	$ 125,518	$ 3,638,536

9) TRUST ACCOUNTS

The RHA administers funds held in trust for staff, patients, and residents using the RHA's facilities. The funds are held in separate accounts. The total cash held in trust as at March 31, 2012 was $105,634 (2011 - $121,253). These amounts are not reflected in the financial statements.

10) RELATED PARTIES

These financial statements include transactions with related parties. The RHA is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards and commissions under the common control of the Government of Saskatchewan. The RHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, the RHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

a) Related Party Transactions

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at exchange amounts which approximate prevailing market rates charged by those organizations and are settled on normal trade terms.

	2012	2011
Revenues		
Community Initiatives Fund	$ 130,301	$ 114,877
Cypress Regional Health Authority	929,665	795,996
eHealth Saskatchewan	375,972	138,400
Health Quality Council	67,242	261,247
Ministry of Corrections, Public Safety & Policing	152,388	100,043
Ministry of Education	3,514,194	3,961,348
Ministry of Health	132,173	345,207
Regina School Division No. 4	457	60,134
Saskatchewan Aids for Independent Living	52,845	54,839
Saskatchewan Association of Health Organizations	708,077	2,506,101
Saskatchewan Cancer Agency	2,152,017	1,971,355
Saskatchewan Government Insurance	4,108,587	3,470,323
Saskatchewan Housing Corporation	303,561	398,504
Saskatoon Regional Health Authority	346,536	35,297
Sun Country Regional Health Authority	52,187	21,570
Sunrise Regional Health Authority	360,050	345,768
University of Regina	2,990	29,559
University of Saskatchewan	149,931	206,878
Workers' Compensation Board	4,076,010	3,115,993
	$ 17,615,183	$ 17,933,439

	2012	2011
Expenditures		
Cypress Regional Health Authority	$ 63,337	$ 15,161
eHealth Saskatchewan	553,156	298,241
Five Hills Regional Health Authority	97,375	351
Health Quality Council	250	1,967
Saskatchewan Association of Health Organizations	28,983,483	24,478,771
Saskatchewan Cancer Agency	125	125
Saskatchewan Government Insurance	49,809	45,007
Saskatchewan Healthcare Employees' Pension Plan	30,545,859	26,893,136
Saskatchewan Institute of Applied Science & Technology	109,724	88,252
Saskatchewan Ministry of Government Services	1,688,348	2,189,312
Saskatchewan Power Corporation	5,934,222	5,892,990
Saskatchewan Telecommunications	2,522,411	2,819,989
Saskatoon Regional Health Authority	225,300	223,771
SaskEnergy Incorporated	2,096,361	2,352,184
Sun Country Regional Health Authority	40,000	6,442
Sunrise Regional Health Authority	59,283	1,728
University of Regina	67,892	51,760
University of Saskatchewan	94,482	169,463
Workers' Compensation Board	9,570,287	8,303,441
	$ 82,701,704	$ 73,832,091
Accounts Receivable		
Cypress Regional Health Authority	$ 90,859	$ 185,524
Ministry of Social Services	15,671	4,501
Saskatchewan Aids for Independent Living	614,736	401,617
Saskatchewan Cancer Agency	667,769	443,726
Saskatchewan Drug Plan	259,470	254,991
Saskatchewan Government Insurance	370,739	485,095
Workers' Compensation Board	2,051,315	1,421,997
	$ 4,070,559	$ 3,197,451

	2012	2011
Prepaid Expenditures		
Cypress Regional Health Authority	$ 40,000	$ 40,000
eHealth Saskatchewan	160,290	99,414
Saskatchewan Association of Health Organizations	157,890	3,308
Saskatchewan Telecommunications	111,183	–
Sun Country Regional Health Authority	40,000	40,000
Sunrise Regional Health Authority	40,000	40,000
	$ 549,363	$ 222,722
Accounts Payable		
eHealth Saskatchewan	$ 50,785	$ –
Saskatchewan Association of Health Organizations	5,663,050	3,369,070
Saskatchewan Healthcare Employees' Pension Plan	4,191,741	3,689,317
Saskatchewan Housing Corporation	120,579	–
Saskatchewan Ministry of Government Services	372,982	479,129
Saskatchewan Power Corporation	441,257	396,260
Saskatchewan Telecommunications	173,837	197,646
Saskatoon Regional Health Authority	6,280	256,092
SaskEnergy Incorporated	148,181	64,531
Workers' Compensation Board	4,576,254	–
	$ 15,744,946	$ 8,452,045

In addition, the RHA pays Provincial Sales Tax to the Saskatchewan Ministry of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

b) Health Care Organizations

i) Prescribed Health Care Organizations and Third Parties

The RHA has also entered into agreements with HCOs and third parties to provide health services.

These organizations receive operating funding from the RHA on a monthly basis in accordance with budget amounts approved annually. During the year, the RHA provided the following amounts to HCOs and third parties:

	2012	2011
615672 Sask Ltd. (Touchwood EMS)	$ 444,321	$ 397,355
Autism Resource Centre	684,800	651,002
Backlin's Ambulance Service Ltd.	–	122,973
Cupar Lions Volunteer Ambulance	273,116	214,903
Extendicare (Canada) Inc.	27,027,982	21,363,689
Hutch Ambulance Service	551,405	375,612
Imperial & District Ambulance	128,399	89,693
JT Ambulance Service Ltd.	413,582	337,765
Mental Health Association / Regina Branch Inc.	456,666	449,917
Phoenix Residential Society	1,323,969	1,277,986
Prairie Ambulance Care (1998) Ltd.	318,386	275,463
Rainbow Youth Centre	661,230	205,379
Raymore Community Health & Social Centre	67,184	62,659
Regina Recovery Homes Inc.	1,174,075	1,156,724
Saskatoon Health Region	1,422	17,064
Soo Line Ambulance	241,202	197,166
Strasbourgh EMS	16,392	–
Valley Ambulance Care Ltd.	456,052	394,370
	$ 34,240,183	$ 27,589,720

ii) Affiliates

The Act makes the RHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by the RHA. The following presentation discloses the amount of funds granted to each affiliate:

	2012	2011
All Nations' Healing Hospital Inc.	$ 5,023,908	$ 4,008,951
Cupar & District Nursing Home Inc.	2,727,100	2,528,976
Lumsden & District Heritage Home Inc.	2,236,219	2,099,820
The Qu'Appelle Diocesan Housing Corporation	1,274,910	1,284,671
The Regina Lutheran Housing Corporation	5,118,978	4,799,750
The Salvation Army William Booth Special Care Home	7,048,285	6,754,473
Santa Maria Senior Citizens Home Inc.	8,777,583	8,331,178
	$ 32,206,983	$ 29,807,819

The Ministry of Health requires additional reporting in the following audited financial summaries of the affiliate entities for the years ending March 31, 2011 and 2010.

	2011	2010
Balance Sheet		
Assets	$ 10,526,035	$ 11,922,082
Net Capital Assets	20,262,074	20,058,501
Total Assets	$ 30,788,109	$ 31,980,583
Total Liabilities	$ 20,137,686	$ 21,920,581
Total Net Assets (Fund Balances)	10,650,423	10,060,002
	$ 30,788,109	$ 31,980,583
Results of Operations		
RHA Grant	$ 32,336,310	$ 27,576,647
Other Revenue	9,339,592	10,121,185
Total Revenue	41,675,902	37,697,832
Salary & Benefits	32,786,236	28,889,824
Other Expenses*	8,296,958	8,035,694
Total Expenses	41,083,194	36,925,518
Excess (Deficiency) of revenue over expenses	$ 592,708	$ 772,314
* Other Expenses includes amortization of $1,371,573 (2010 - $1,358,699)		
Cash Flows		
Cash from Operations	$ 1,587,503	$ 2,798,565
Cash used in Financing Activities	588,869	(27,556)
Cash used in Investing Activities*	(1,771,286)	(865,476)
Increase (Decrease) in Cash	$ 405,086	$ 1,905,533
* Cash used in Investing Activities includes capital purchases of $1,575,143 (2010 - $807,452)		

iii) Fund Raising Foundations

The Hospitals of Regina Foundation Inc. is an independent non-profit corporation without share capital that has its own Board of Directors. It provides donations to the RHA for capital equipment, education and research purposes. Its accounts are not included in these financial statements. As of December 31, 2011 it has net assets of $22,744,406 (2010 - $21,924,217). During the year, the Foundation provided funding of approximately $6,328,443 (March 31, 2011 - $8,148,793) for programs and capital acquisitions reported in donations and ancillary income. These amounts were used to fund capital assets, education and research projects throughout the region.

	December 31, 2011	December 31, 2010
Balance Sheet		
Total Assets	$ 25,466,016	$ 24,855,492
Total Liabilities	$ 2,721,610	$ 2,931,275
Total Net Assets (Fund Balances)*	22,744,406	21,924,217
	$ 25,466,016	$ 24,855,492

* In accordance with donor-imposed restrictions $4,937,854 (2010 - $4,699,707) of the foundation's net assets must be used to purchase specialized equipment

Results of Operations		
Total Revenue	$ 8,697,852	$ 11,351,641
Total Expenses*	7,969,947	10,345,632
Excess of revenue over expense	$ 727,905	$ 1,006,009

* Total expenses include contributions of $5,627,271 (2010 - $7,853,483) to the RHA and amortization of $92,284 (2010 - $52,051)

Cash Flows		
Cash from operations	$ 1,527,821	$ 483,251
Cash used in financing and investing activities*	(1,842,706)	(1,116,827)
Increase (Decrease) in cash	$ (314,885)	$ (633,576)

* Investing activities include capital purchases of $342,706 (2010 - $116,827)

11) CONTINGENT LIABILITY

City of Regina

A statement of claim dated January 17, 2003 was filed by the Administrative Board of the Regina Civic Employees' Long-Term Disability Plan, the Administrative Board of the Regina Civic Employees' Superannuation and Benefit Plan and the City of Regina as Plaintiffs against the Regina Qu'Appelle Regional Health Authority, Saskatchewan Association of Health Organizations, Health Sciences Association of Saskatchewan and Saskatchewan Union of Nurses as Defendants. The dispute is in relation to the two respective pension and long-term disability plans.

The pre-trial conference concluded without settlement. The trial has now been set for October 9 - 18, 2012 on the issue of liability only. In the event that it is necessary, a second trial will be held to determine the issue of remedy. The cost of the claim cannot be reasonably determined at this time.

12) PENSION PLAN

Employees of the RHA participate in one of the following pension plans:

- Saskatchewan Healthcare Employees' Pension Plan (SHEPP) – This is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations (SAHO) (a related party) and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU, and HSAS). SHEPP is a multi-employer defined benefit plan that came into effect December 31, 2002. (Prior to December 31, 2002 this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors).
- Regina Civic Employees' Superannuation and Benefit Plan (RCP) – This is a defined benefit plan that is administered by a jointly trusteed board (equal employer and employee representatives).
- Public Service Superannuation Plan (PSSP) (a related party) – This is also a defined benefit plan and is the responsibility of the Province of Saskatchewan.
- Public Employees' Pension Plan (PEPP) (a related party) – This is a defined contribution plan and is the responsibility of the Province of Saskatchewan.

The RHA's financial obligation to these plans is limited to making the required payments to these plans according to their applicable agreements. Pension expense is included in Compensation – Benefits in Schedule 1 and is equal to the RHA contributions amount below.

	2012					2011
	SHEPP[1]	PSSP	PEPP	RCP	Total	Total
Number of active members	6,630	1	48	1,511	8,190	7,995
Member contribution rate, percentage of salary	7.70% - 10.00%*	7.00%	5.00% - 7.00%*	8.42% - 13.96%*		
RHA contribution rate, percentage of salary	8.62% - 11.20%*	28.42%	6.45% - 7.00%*	8.42% - 13.96%*		
Member contributions (thousands of dollars)	27,273	4	270	9,781	37,328	33,472
RHA contributions (thousands of dollars)	31,006	15	332	9,999	41,352	37,130

* Contribution rate varies based on employee group

[1] Active members are employees of the RHA, including those on leave of absence as of March 24, 2012. Inactive members are not reported by the RHA, their plans are transferred to SHEPP and managed directly by them.

13) BUDGET

The RHA Board approved the 2011-2012 budget plan on May 25, 2011.

14) INSURANCE

The RHA purchases liability insurance from Healthcare Insurance Reciprocal of Canada (the Reciprocal). Under the terms of the Subscribers' Agreement, with respect to a policy period where revenues exceed expenses, any premium surplus may be refunded to the Reciprocal's subscribers on a proportionate basis after the subscriber has been enrolled with the Reciprocal for more than four years. This is the RHA's fifteenth year in the agreement with the Reciprocal. Similarly, if there is a deficiency of revenues, the Reciprocal may collect such premium deficiency from its Subscribers on a proportionate basis. The Reciprocal maintains a stabilization fund to cover future deficiencies. Also, the Reciprocal is insured for claims in excess of $1 million. There is no premium surplus for the current year and there are no claims reported that are expected to exceed the policy limits.

15) FINANCIAL INSTRUMENTS

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

The RHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of the RHA's receivables are from Saskatchewan Health – General Revenue Fund, Saskatchewan Cancer Agency, Saskatchewan Workers' Compensation Board, health insurance companies, the Federal Government or other Provinces. Therefore, the credit risk is minimal.

c) Fair Value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature:
  - accounts receivable
  - accounts payable
  - accrued salaries and vacation payable
- Cash, short-term investments and long-term investments are recorded at fair value as disclosed in Schedule 2, determined using quoted market prices.
- The fair value of mortgages payable and long-term debt before the repayment required within one year is $7,896,126 (2011 - $8,415,726) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

d) Operating Line of Credit

The RHA has an unsecured line of credit limit of $31,514,987 approved by the Minister of Health in 1999. Interest on the outstanding balance is charged at bank prime less .75%. Total interest paid on the line of credit was $0 (2011 - $0).

16) INTERFUND TRANSFERS

Each year the RHA transfers amounts between its funds for various purposes. These include funding capital asset purchases and reassigning fund balances to support certain activities.

	2012			2011		
	Operating	Capital	Community Trust	Operating	Capital	Community Trust
Capital asset purchases	$ (3,423,858)	$ 3,443,311	$ (19,453)	$ (4,862,872)	$ 4,974,229	$ (111,357)
SHC reserves	(26,542)	26,542	–	130,568	(130,568)	–
	$ (3,450,400)	$ 3,469,853	$ (19,453)	$ (4,732,304)	$ 4,843,661	$ (111,357)

17) FUTURE ACCOUNTING CHANGES

The Canadian Institute of Chartered Accountants approved an amendment to require Government Not-For-Profit Organizations reporting under section 4400 of the CICA Handbook to move to reporting under section 4200 to 4270 of the Public Sector Accounting Handbook. This change is effective for fiscal years beginning on or after January 1, 2012. At that time a liability will be required to disclose an amount for accumulated sick leave. The amount of the liability requires an actuarial assessment. The impact of this change cannot be determined at this time.

18) PAY FOR PERFORMANCE

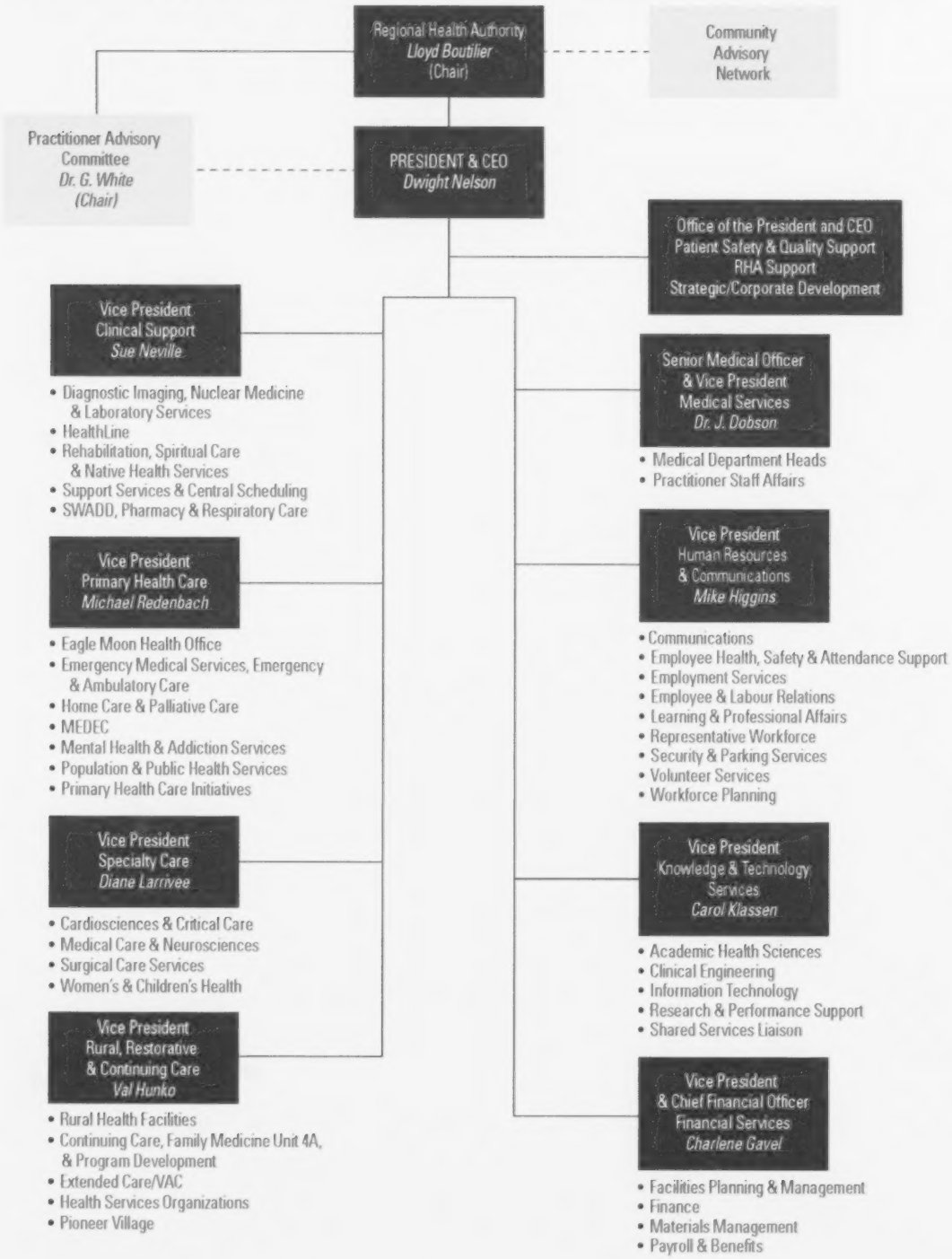
Effective April 1, 2011 a pay for performance compensation plan was introduced. As a result, senior employees were paid 90% of base salary for the fiscal year ended March 31, 2012. Senior employees are eligible to earn up to 110% of their base salary. The amounts over 90% of base salary are considered 'lump sum performance adjustments'. Lump sum performance adjustments have not been determined for the year ended March 31, 2012 because information required to assess senior managements' performance is not yet available. The performance adjustments for the 2011-12 fiscal year will be paid out in the 2012-13 fiscal year.

19) COMPARATIVE INFORMATION

Certain 2011 balances have been reclassified to conform to the current year's presentation.

Appendix A: Organizational Structure

Regina Qu'Appelle Health Region Organizational Structure



Note: Positions held are as of March 31, 2012.

Appendix B: List of Facilities

REGINA

Location	Site	Gross Sq. Ft.	Lease/Own
1640 Victoria Avenue	Addiction Treatment Centre	18,348	Own
325 Victoria Avenue	Al Ritchie Health Action Centre	2,080	Lease
2110 Hamilton Street	Alcohol & Drug Services, I.T., Mental Health-Adult, Public Health Central	60,888	Lease
2166 Broad Street	Autism Resource Centre	4,112	Lease
2445 Broad Street	Decanting space	3,100	Lease
2024 Albert Street	Drug Treatment Court	5,500	Lease
400 Broad Street	Eagle Moon Health Office	2,820	Lease
3705 Hill Avenue	Emergency Medical Services	5,400	Own
5730 Rochdale Boulevard	Emergency Medical Services	1,679	Own
1350 Albert Street	Emergency Medical Services - Central Operations	45,000	Own
2435 Park Street	EMS Geopost	897	Lease
3510 – 5th Avenue	Four Directions Community Health Centre	7,144	Lease
1048 Albert Street	Harm Reduction Program	1,962	Lease
1080 Winnipeg Street	Health Promotion (Health Promotion, Dental Health, Active Living & Nutrition), Population and Public Health Services	4,263	Lease
2755 Avonhurst Drive	HealthLine, EMS Communication Centre, BedLine	8,606	Lease
1920 Broad Street	Hearing Aid Plan	5,186	Lease
4211 Albert Street	Home Care / SWADD / Central Scheduling / HR	33,796	Lease
1311-B Broadway Avenue	Home Care Treatment Centre	3,125	Lease
235 Albert St. North	Kidney Health Center and Anticoagulation Management Services	10,035	Lease
1001 Montreal Street	Laundry Services	40,000	Own
1662 / 1680 / 1686 Albert Street	Mental Health Services - Child & Youth	22,465	Lease
4101 Dewdney Avenue	Pasqua Hospital	597,578	Own
430 Pioneer Dr., Regina	Pioneer Village	168,000	Own
1621 Albert Street	Pre-Admission Surgical Assessment Centre	12,500	Lease
1052 / 1056 Albert Street	Primary Health Care & Home Care Services	4,092	Lease
1911 Park Street	Public Health - East Office	5,570	Lease
204 Wascana Street	Public Health - North Office	7,246	Own
1692 Albert Street	Randall Kinship Centre (Mental Health Services)	4,000	Lease
1440 – 14th Avenue	Regina General Hospital	1,028,489	Own
2550 - 15th Ave. (2nd floor)	RQHR Admin. Offices	4,962	Lease
1037 Park St.	RQHR Warehouse	9,325	Lease
2755 Avonhurst Drive	RQHR Warehouse	8,297	Lease
2180 Victoria Avenue E.	Senior Management Offices / decanting space	5,901	Lease
2180 – 23rd Avenue	Wascana Rehabilitation Centre	485,070	Own
	Total Gross Feet, Regina Facilities	**2,627,436**	

Appendix B: List of Facilities

RURAL

Location	Site	Gross Sq. Ft.	Lease/Own
100 South Elgin St., Balcarres	Balcarres Integrated Care Centre	27,940	Own
310 Calgary St., Broadview	Broadview Centennial Lodge	18,998	Own
606 Main St., Broadview	Broadview Home Care Office	1,259	Own
901 Nina St., Broadview	Broadview Union Hospital	19,181	Own
108 Donald Rd., Cupar	Cupar Health Centre	13,608	Own
560 Broadway St., Fort Qu'Appelle	Echo Lodge	21,128	Own
916 Eden St., Indian Head	Golden Prairie Home	23,272	Own
721 Stella St., Grenfell	Grenfell Health Centre	11,902	Own
Regina Ave., Grenfell	Grenfell Housing Units (4 duplexes)	3,627	Own
802 Wolseley Ave., Grenfell	Grenfell Regional Office	3,150	Own
300 Hospital St., Indian Head	Indian Head Union Hospital	20,775	Own
701 Ouimet St., Wolseley	Lakeside Nursing Home	55,025	Own
125 Prince St., Imperial	Long Lake Valley Integrated Facility	20,325	Own
237 – 2nd Ave. E., Montmartre	Montmartre Health Centre	20,032	Own
710 Regina Ave., Grenfell	Pioneer Home	17,997	Own
402 McLean St., Raymore	Silver Heights Special Care Home	28,000	Own
601 Wright Road, Moosomin	Southeast Integrated Care Centre - Moosomin	94,120	Own
280 Burns Ave., Southey	Southey Health Action Centre	200	Lease
508 Westmoor St., Lestock	St. Joseph's Integrated Care Centre	14,338	Own
178 Boundary Ave N., Fort Qu'Appelle	Fort Qu'Appelle Community Health Services Centre	8,400	Own
921 Gambetta St., Whitewood	Whitewood Community Health Centre	16,856	Own
801 Ouimet St., Wolseley	Wolseley Memorial Union Hospital	13,616	Own
	Total Gross Feet, Rural Facilities	**453,749**	

AFFILIATES:

Location	Site	Gross Sq. Ft.
450 - 8th St. W., Fort Qu'Appelle	All Nations' Healing Hospital	56,901
Box 310, Cupar	Cupar & District Nursing Home	39,166
4125 Rae St., Regina	Extendicare Elmview	18,500
4540 Rae St., Regina	Extendicare Parkside	51,977
260 Sunset Dr., Regina	Extendicare Sunset	40,000
10 Aspen Bay, Lumsden	Lumsden & District Heritage Home	20,000
1425 College Ave., Regina	Qu'Appelle House	28,265
806 - 2nd Ave., Raymore	Raymore Community Health & Social Centre	1,680
1925 - 5th Ave. N., Regina	Regina Lutheran Home	60,452
4215 Regina Ave., Regina	Santa Maria Senior Citizens Home	107,185
50 Angus Rd., Regina	William Booth Special Care Home	46,632
	Total Gross Feet, Affiliates	**470,758**

Total Gross Feet, RQHR (excluding Affiliated Facilities) **3,081,185**

Appendix C: Payee List

The payee list is compiled and distributed in accordance with Ministry guidelines which states that the list must be included, either as an appendix or with the main content of the annual report, in all copies of the published annual report, whether it is distributed electronically or in hard copy. Reporting and tabling the payee list holds the Regional Health Authorities accountable for the public funds received.

Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more

Individual	Payment	Individual	Payment	Individual	Payment
Abadiano, Linda	216,477	Alfano, Beverly	109,546	Andes, Felina	206,472
Abadilla, Elvie	130,935	Alfonso, Brenda	124,187	Andres, Jean	54,167
Abbas, Zahid	99,634	Ali, Chinagorom	126,236	Andrews, Lillian	69,054
Abbott, Yvonne	66,010	Ali, Meimuna	82,267	Andrews, Naomi	99,076
Abell Thome, Cathie	76,835	Allan, Bruce	63,727	Andrews, Tracy	67,792
Abello, Sandra	113,567	Allan, Jennifer	69,444	Andrusyk, Lisane	91,591
Abello, Timothy	91,532	Allan, Shauna-Leigh	96,627	Angeles, Ronald	556,363
Abera, Elsabet	52,271	Allard Johnson, Michelle	61,683	Angulo, Marissa	118,782
Abii Ndoh, Edith	141,069	Allen, Arlene	57,461	Antal, Jonathan	99,843
Abrenilla, Maribel	140,863	Allen, Dale	65,691	Antoine, Lani	84,655
Abrey, Karen	90,641	Allen, Dianne	83,766	Antonio, Angela	89,716
Abrook, Elaine	88,159	Allen, Marla	69,873	Appel, Jamie	82,940
Achtemichuk, Myrna	70,078	Allen, Thomas	72,897	Apperley, Barry	93,147
Ackerman, Melinda	75,241	Allig, Jennifer	92,929	Apperley, Jessica	105,936
Ackles, Leah	58,592	Allingham, Katie	55,605	Appleby, Becky	87,501
Ackles, Sharon	59,483	Allison, Tawny	58,256	Appleby, Shannon	95,388
Adair, Carol	94,815	Almacen, Mary Joy	94,965	Arbuthnot, Blair	86,025
Adamiak, Bonnie	68,722	Almassy, Nicole	82,158	Arcena, Jeffrey	74,543
Adamko, Brenda	94,018	Alolong, Arlene	98,476	Arches, Mary Ann	147,698
Adams, Bill	86,240	Alport, Edward	165,659	Argue, Jocelyn	77,702
Adams, Jody	95,720	Alport, Lois	88,787	Arguin, Len	75,867
Adams, Michael	78,829	Alspach, Rebecca	50,010	Arguin, Patricia	60,734
Adams, Robert	57,753	Althouse, Leanne	67,209	Arklie, Chris	77,429
Adams, Stephanie	65,001	Altrogge, Jordan	75,873	Armbruster, Krystal	74,842
Adcock, Stanley	65,006	Altwasser, Cheryl	64,788	Armbruster, Robert	59,985
Adebogun, Olatundun	52,691	Altwasser, Tara	78,344	Armstrong, Avril	73,038
Adelman, Olivia	64,818	Ambrose, Jacquelin	62,485	Armstrong, Craig	93,179
Adeyoju, Motunrayo	115,432	Amendt, Olivia	67,678	Armstrong, Shawn	54,111
Adkins, Steve	81,040	Amissih, Marie	67,726	Arndt, Rachel	78,547
Adolfo, Stephanie	85,585	Amy, Gwen	84,557	Arneson, Kim	57,776
Aftab, Rubina	69,581	Amyotte, Bernadett	81,781	Arnold, Arleene	72,536
Agopsowicz, Darren	57,086	Amyotte, Elma	50,180	Arnott, Dena	68,709
Aguanta, Cristine	93,867	Anacio, Carlo	80,278	Arscott, Susan	93,141
Agullana, Melanie	72,442	Anastasakis, Alisa	50,127	Arvidson, Kristin	110,260
Ahmadi, Milagros	72,441	Anderson, Barbara	83,116	Asamoah Bediako, Matilda	78,731
Airir, Abdellah	108,121	Anderson, Carolyn	98,420	Asante, Ethelda	69,623
Akan, Joseph	93,316	Anderson, Janet	90,955	Aschenbrener, Gina	57,319
Alarcon, Irene	108,990	Anderson, Maureen	129,091	Asemrie, Eyeruslem	50,656
Albanez, Jesse	83,591	Anderson, Pamela	71,370	Ash, Sharon	97,425
Albert, Kevin	50,581	Anderson, Pamela	75,824	Ashfield, Diana	64,946
Albert, Lori	84,244	Anderson, Sandra	67,144	Ashman, Juliet	109,068
Aldous, Lee	61,163	Anderson, Sharon	100,816	Askin, Susan	68,185
Alejandria, Lou Anne	65,346	Anderson, Sheila	110,883	Asmay, Mabel	71,475
Aleksejev, Victor	72,599	Anderson, Shelly	97,398	Assman, Lori	111,975
Alexson, Delphine	69,669	Anderson, Tori	82,985	Ast, Belinda	55,242

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Ast, Marie	99,278	Banks, Muriel	76,364	Beggs, Ryan	118,674
Astrope, Linda	55,374	Bannouvong, Toulakone	76,904	Beggs La Riviere, Gail	83,948
Attwood, Angela	100,878	Bansie, Suzanne	76,416	Behnke, Wanda	74,049
Autet, Darrin	51,683	Barabash, Yvonne	69,836	Behr, Glen	87,412
Azcueta, Jed	118,449	Baragar, Janet	98,571	Behrns, Ainslee	78,645
Baade, Alyssa	65,076	Baragar, Richard	59,951	Beier, Shauna	95,365
Baars, Jodi	67,240	Baran, Destiny	65,541	Beisel, Patricia	59,103
Baber, Carla	56,638	Baran, Trevor	50,556	Beitel, Catherine	107,371
Bachelu, Brett	90,332	Baran, Vivian	130,785	Beitel, Laura	98,089
Bachiu, Carol	99,555	Barber, Charles	61,183	Beitel, Linda	111,133
Bachman, Darren	69,662	Barber, Ellen	50,028	Beitel, Stacey	87,840
Bachorick, Beverly	69,225	Barber, Susan	64,921	Beka, Rachelle	71,994
Backlin, Christina	94,853	Barbour, Robyn	64,841	Belay, Teala	59,522
Bacon, Peggy	84,351	Bardal, Terry	115,675	Belcourt, Anita	59,301
Bacsu, Amanda	88,284	Barnard, Phyllis	72,397	Beliaev, Alexei	68,031
Badgley, Catherine	121,348	Baron, Michael	86,240	Bell, Alison	98,958
Baer, Bonnie	175,810	Barr, Kristen	50,007	Bell, Debbie	61,516
Baer, Stephanie	80,735	Barrett, Tami	61,403	Bell, Jerry	100,216
Baer, Susan	109,092	Barrett, Vanessa	77,409	Bell, Kerri	108,477
Baergen, Cynthia	67,611	Barrie, Sandra	80,471	Bell, Stacey	71,912
Bagnell, Jennifer	66,993	Barth, Carol	81,274	Bella, Candace	73,601
Baht, Ryan	113,721	Bartlett, Tanya	77,721	Bellavance, Gord	84,672
Bailey, Garrett	59,874	Bartok, Rita	52,071	Bellegarde, Jennifer	110,632
Bailey, Pamela	71,385	Barton, Tessa	85,636	Bellisle, Apollo	62,321
Baily, Karen	93,125	Baseden, Jessica	71,824	Bellisle, Tracie	114,184
Bain, Diane	57,591	Baseden, Margaret	88,148	Bemis, Tanya	67,711
Baird, Monica	59,179	Bashir, Saba	50,515	Benaschak, Clay	77,643
Baison, Samuel	74,257	Bassi, Manpreet	53,860	Bendelin, Jana	72,359
Baitiong, Liwliwa	95,785	Bast, Darlene	91,044	Bender, Connie	92,712
Baiton, Susan	98,229	Basuel, Anna	99,484	Benedik, Corinne	99,288
Bajo, Amulfo	197,218	Basuel, Neil	97,582	Benitez, Engelbert	112,594
Bak, Darlene	106,985	Bateman, Dorothy	95,653	Benjoe, Janice	58,856
Baker, Tricia	109,365	Bateman, Enid	115,325	Bennett, Lori	95,271
Bakke, Harmony	79,209	Bater, Charolett	87,516	Benning, Margot	81,245
Bakken, Ashley	80,452	Batiuk, Tayne	91,311	Benson, Petra	52,598
Balak, Janet	99,288	Batty, Christelle	82,546	Benz Tramer, Cara	89,615
Balch, Laurie	79,045	Batty, Cynthia	75,776	Berard, Nathalie	58,198
Baldock, Rita	90,739	Bauer, Egistina	59,129	Berbano, Myra	96,922
Baldos, Evelyn	156,116	Baumgartner, Kathleen	70,957	Berdos, Veronica	100,368
Balfour, Don	55,881	Beahm, Karen	88,416	Bereti, Lorilee	95,675
Balius, Ken	86,704	Beallie, Janice	50,883	Bereziuk, Chantel	119,334
Ball, Dorothy	71,992	Bearss, Leslie	90,944	Berezowski, Mark	67,943
Ballagh, Anna	54,145	Beatty, Sheri	70,138	Berg, Cathy	59,016
Ballagh, Brenda	78,100	Beauchesne, Elaine	92,807	Berg, Shauna	66,508
Balogh, Heather	112,137	Beaudry, Tammy	53,798	Bergen, Rachel	63,162
Balycky, Annette	81,794	Beaurivage, Barbara	131,599	Bergeron, Vanessa	52,012
Bamhour, Heather	84,548	Beaurivage, Ginger	66,389	Bergman, Christine	51,066
Banadyga, Lorraine	55,682	Becker, Gail	94,722	Bergquist, Christa	73,162
Bancescu, Shelda	88,209	Beckett, Susan	57,507	Bernal, Ronald	113,735
Banfield, Joy	131,109	Beer, Donna	71,411	Bernardo, Patrick Ericter	84,223
Baniulis, Margaret	64,381	Beer, Sara	56,420	Bernhardt, Geraldine	100,039
Bank, Karen	76,527	Begg, Elizabeth	168,964	Beros, Carla	71,744

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Berry, Raissa	84,934	Bodnarchuk, Linda	94,867	Boyer, Mary	109,603
Bertram, Tracy	83,934	Bodnaryk, Sharon	95,115	Boyle, Laura	54,555
Berube, Daniel	63,649	Boehlen, Reid	75,653	Bradford, Michelle	83,004
Besplug, Ellice	69,291	Boehme, Leslie	60,640	Bradish, Miranda	77,731
Betker, Leslie	50,490	Boehmer, Mavis	67,260	Bradley, Meghan	96,280
Beutel Fox, Bonny	92,878	Boekelder, Roxanne	76,385	Brady, Janice	70,060
Beutler, Cheryl	72,223	Boese, Erin	115,245	Brady, Ray	74,687
Beutler, Muriel	105,199	Boey, Joan	109,829	Braithwaite, Rhonda	78,396
Bialobzyski, Kendra	83,432	Bogdan, Mary	50,079	Brandt, Aimee	82,871
Bichel, James	113,697	Bohun, Stefanie	69,942	Brar, Harinder	86,536
Bidwell, Nicole	110,508	Bolen, Karyn	82,405	Brash, Kim	50,804
Bieber, Michelle	70,293	Bolen, Yvette	77,141	Brass, Elisabeth	102,363
Biegler, Leah	58,455	Boncato, Rowell	59,284	Bratkoski, Lisa	57,884
Bigelow, Jeannette	87,042	Bondarchuk, Aaron	71,060	Braun, Angela	52,041
Bihag, Helen Rose	82,361	Bondarchuk, Eric	127,567	Braun, Dona	86,240
Bilan, Denise	67,850	Bonderoff, Hazel	104,064	Braun, Jacquelin	171,976
Bilan, Michelle	78,106	Bonick, Chantel	100,561	Bregenser, Heather	80,293
Bilkey Behrns, Phyllis	70,672	Bonokoski, Jodi	101,631	Brentnell, Wanda	105,023
Bilo, Maria	95,750	Booker, Elizabeth	83,879	Brenzil, Marlene	67,458
Bingham Adams, Karen	111,819	Booker, John	84,219	Brezinski, Lori	110,734
Binner, Arlene	81,187	Bookout, Gaye	63,249	Brian, Daniel	77,307
Bird, Judy	81,635	Booth, Sheila	67,057	Briand, Sandra	90,662
Bird, Marlyn	62,488	Bootleziolkowski, Kelly	57,255	Briere, Bonnie	135,352
Bird, Verna	56,226	Booty, Kerry	62,905	Briere, Celeste	110,497
Birns, Heather	74,157	Bordas, Fred	81,789	Brigham, Debra	50,004
Birrell, Breanna	84,271	Borisko, Jennifer	76,667	Brighton, Erin	64,740
Bishoff, Jocelyn	82,877	Borja, Ma Elizabeth	118,952	Brignall, Lorae	82,021
Bittman, Crystal	75,926	Borsa, Shawna	101,724	Brin, Jolyn	84,977
Bituin, Michael Eric	92,543	Bortis, Carmen	67,354	Brisbois, Elva	84,893
Bjerland, Glorianne	104,771	Bortis, Malory	60,296	Brisebois, Desiree	69,520
Black, Darlene	127,330	Boschman, Judith	73,909	Bristol, Ken	93,244
Black, Marilyn	104,602	Boston, Kerry	60,266	Brittner, Lindsay	76,988
Blackmer, Barb	91,938	Boucher, Celeste	79,564	Brittner, Natalie	72,431
Blair, Carolyn	78,242	Boucher, Scott	73,443	Britton, Debra	63,275
Blair, Joanna	76,173	Boudreau, Suzanne	138,480	Britton, Karen	70,820
Blair, Ruth	104,918	Boulanger, Debbie	64,032	Broadfoot, Blair	104,771
Blanco, Bruce	98,541	Boulet, Nathan	67,627	Brochu, Angela	73,964
Blanco, Leoer	106,890	Boulet, Ray	57,671	Brochu, Mark	86,240
Blanco, Marianne	81,350	Bourassa, Kimberley	86,472	Brocklehurst, Randie	71,418
Blaser Lindenbach, Juliann	68,390	Bourdages, Lori	80,467	Brockman, Anita	81,392
Blayone, Sherie	93,756	Bourret, Lavonne	68,991	Brockman, Shannon	77,702
Blelloch, Alaina	61,467	Bovee, Sabrina	64,344	Brodersen, Stephanie	54,711
Blenkinsop, Debra	53,060	Bowen, Francis	386,608	Brolund, Roxanne	52,635
Blerot, Viviane	50,262	Bowen, Max	79,139	Brolund, Trudy	69,841
Bloch, Kevin	54,927	Bowers, Erin	51,824	Brooks, Denise	104,576
Blommaert, Patricia	85,729	Bowles, Brooke	85,003	Brooks, Tracy	51,361
Bobetsis, Gus	82,795	Bowman, Jane D	100,300	Brookshire, Michael	54,068
Bobetsis, Logan	155,880	Bowman, Lindsay	53,454	Brossart, Cory	84,907
Bobetsis, Spero	72,711	Boyachek, Michelene	100,755	Brotzel, Susan	76,397
Boczulak, Dianne	111,105	Boyd, Amber	57,548	Broughton, Marlene	91,662
Bodani, Jayalaksh	492,446	Boyd, Cindy	66,532	Brown, Alison	94,276
Bodnar, Delila	68,795	Boyd, Marion	96,833	Brown, Jeff	124,103

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Brown, John	112,947	Busch, Lynne	84,405	Cano, Laura	118,477
Brown, Ramona	66,182	Busch, Michelle	64,947	Canute, Raymond	89,229
Brown, Shauna	77,279	Buss, Florence	71,480	Caplette, Rhonda	50,752
Brown Lewis, Murieka	76,212	Butler, Erin	59,717	Caragata, Cindy	90,356
Brownlee, Dianne	94,888	Butler, Joyce	86,240	Carasig, Daisy	98,815
Brubacher, Mary	110,499	Butler, Karen	97,359	Card, Ruth	64,971
Bruce, Colleen	96,603	Butler, Lindsay	86,530	Cardwell, Kenneth	99,651
Bruce, Joelle	92,560	Butz, Colleen	53,769	Cargill, Brad	89,173
Bruce, Marissa	67,949	Butz, Dawn	76,520	Carino, Merie Dho	57,181
Bryant, Lenore	104,771	Buyze, Desiree	58,910	Carles, Brandy	90,755
Brydon, Daniel	67,304	Buzash, Candace	69,303	Carlson, Andrea	52,656
Bryson, Genevieve	120,364	Buzash, Robert	92,099	Carlson, Cheryl	91,505
Buchanan, Linda	115,608	Buzila, Dora	112,202	Carlson, Ed	69,014
Buchholz, Marc	129,141	Bye, Myrna	114,895	Carlson, Lorri Ann	145,634
Buckoski, Mary	78,829	Byers Selinger, Yvonne	51,366	Carlson, Stephanie	113,527
Buddecke, Judith	85,372	Cabacungan Ecim, Clarina	103,511	Carlson, Teresa	145,365
Bueckert, Devin	86,240	Cabigon, Enrico	607,669	Carman, Chris	61,953
Bueckert, Kimberly	71,859	Cabral, Joanne	109,587	Carman, Shelan	52,884
Buemio Campbell, Cecilia	138,574	Caburao, Crystal	99,262	Caro, Josephine	89,333
Buen, Caroline	105,712	Cabylis, Angela	62,002	Caron, Tiffany	93,685
Buenavista, Rosemarie	85,596	Cadrin, Marie	115,247	Carpenter, Amanda	52,013
Buendia, Johanna	115,964	Cain, William	79,079	Carr, Gary	61,714
Bueno, Janet	100,326	Cairns, Lisa	113,845	Carr, James	62,959
Bueno, Kathlene	99,700	Caladiao, Cherissa	128,439	Carr, Lee Ann	80,968
Buergel, Robyn	78,384	Calamba, Amparo	140,898	Carr, Lisa	80,478
Buga, Karla Rae	64,770	Calcraft, Susan	104,418	Carrell, Dawna	70,028
Bugiera, Claudette	54,739	Calder, Dawn	148,373	Carriere, Barbara	58,454
Bugoy, Kristyn	85,373	Caldwell, Jeannette	56,769	Carson, George	293,425
Bugyi, Shari	79,038	Caleval, Robert	71,627	Carson, Kelly	93,661
Buhler, Tracy	89,576	Calhoon, Mae	110,609	Carson, Ramona	87,758
Bulgis, Pamela	87,864	Calibaba, Megan	67,777	Carteri Bitz, Francesca	76,323
Bulka, Tiffany	89,607	Calibjo Cruz, Chyrel	106,674	Carton, Dayna	71,365
Bunce, Charlene	56,211	Calimente, Doris	71,580	Carton, Susan	94,479
Bundus, Kareen	52,680	Calland, Bryan	75,600	Carubio, Ruth	119,229
Bunker, John	87,569	Callum, Marilyn	95,911	Carvell, Daylene	77,057
Bunsay Gotoc, Maria Teresa	59,813	Camara, Clorinda	59,608	Carvell, Leona	95,771
Burant, Colette	78,258	Camba, Anicia	53,306	Case, Mindy	81,572
Burant, Denise	56,333	Cameron, Bonnie	95,779	Casemore, Chris	87,856
Burant, Rodney	89,923	Cameron, Faith	96,762	Casemore, Janel	98,656
Burchi, Jo Anne	75,968	Cameron, Katherine	101,343	Cash, Kathy	52,595
Burchi, Melissa	66,888	Cameron, Tina	109,453	Catacutan, Grace	54,904
Burechailo, Della	54,552	Camins Olmstead, Jocelyn	108,727	Caufield, Lana	88,242
Burke, Karen	58,209	Campbell, Brenda	77,702	Cave, Christopher	90,046
Burkitt, Shannon	161,941	Campbell, Gordon	77,660	Cavers, Stephanie	117,994
Burnay Vaags, Gisele	90,777	Campbell, Lisa	59,362	Cayabyab, Almerante	102,152
Burns, Carol	77,702	Campbell, Margaret	63,803	Cayari, Necita	89,106
Burns, Kimberley	66,087	Campbell, Shannon	59,408	Cazakoff, Sharon	83,253
Burt, Brenda	86,873	Campbell, Tina	66,107	Cerato, Janice	89,531
Burt, Dena	53,208	Campbell, Tyler	79,930	Ceron, Jocelyn	69,662
Busby, Camille	74,206	Camponi, Ethel	51,403	Chabot Baker, Jeanne	95,216
Busch, Delanna	61,744	Canning, Kimberley	56,923	Chamberlin, Lindsay	81,406
Busch, Julie	91,540	Cannon, Cheryl	69,630	Chamberlin, Lisa	104,771

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Chamney, Hali	116,288	Clark, Lesley	90,104	Coons, Pamela	100,271
Chan, Michael	75,613	Clark Downton, Cynthia	60,522	Cooper, Christina	58,052
Chan, Samdaye	72,726	Clark Musschoot, Melissa	110,794	Cooper, Daniel	77,702
Chapman, Brenda	113,712	Clarke, Charlene	107,084	Cooper, Lisa	55,037
Chapple, Alan	145,143	Clarke, Deborah	62,015	Cooper, Lucinda	50,942
Chard, Erin	65,553	Clarke, Ellen	56,645	Cooper, Ronald	92,776
Chard, Stephen	89,800	Clarke, Jacquelyn	81,650	Corscadden, Wendy	72,220
Charette, Brenda	86,284	Clarke, Janelle	58,839	Cortes, Stacey	74,875
Charleson, Sharon	102,689	Clarke, Pamela	63,299	Cortes Santos, Karen Mae	102,917
Chartier, Lanaya	100,278	Clarke, Sheryl	101,771	Costron, Stephanie	58,788
Chartrand, Rhonda	68,025	Clarke, Tina	86,189	Cote, Marion	93,084
Chasse, Bonnie	51,174	Clarkson, Tracy	105,649	Cote, Shannon	94,070
Chaykowski, Jaclyn	53,402	Classen, Michelle	52,648	Coueslan, Melissa	89,871
Chaykowski, Kim	67,365	Clay, Adeline	60,359	Coulson, Carla	53,033
Checkley, Brian	59,236	Clay Lewis, Diane	52,004	Coulter, Bill	94,782
Chen, Shan	102,369	Claypool, Shannon	107,949	Coulter, Cindy	64,782
Cheney, Janet	94,052	Cleggett, Janet	68,870	Coulter, Jessa	68,009
Chepil, Julie	103,093	Clement, Loreen	93,854	Coulthard, Denise	59,366
Chernick, Christina	74,911	Clemmensen, Jolene	75,622	Coulthard, Maureen	120,497
Chernoff, Amy	69,540	Clews, Krystal	97,181	Counios Gane, Aikaterina	90,946
Cherwaty, Darren	104,846	Cloutier, Andrea	80,193	Coupal, Alicia	69,705
Cherwinski, Jennifer	70,149	Clow, William	50,360	Courtney, Jacci	67,616
Chesko, Delee	62,094	Coates, Anna	99,790	Covert Ruttenber, Laurie	68,899
Chesters, Patricia	71,120	Coates, Nancy	129,367	Cowan, Shannon	82,283
Chestney, Sherry	77,836	Coates, Rosemary	59,651	Cozman, Shelley	51,554
Chevalier, William	77,618	Coates, Tamara	59,046	Craig, Angeline	71,728
Chevrier, Karen	88,696	Cobb, Alissa	74,616	Craig, Dawn	91,296
Chew, Foong Mei	73,958	Cobbledick, Bev	70,218	Craig, Joseph	53,079
Chicoose, Delmar	65,626	Coburn, Ronald	76,690	Cramm, Marlene	70,396
Chijide, Valda	70,212	Cochrane, Shelley	69,039	Crampton, Diana	55,408
Ching, Nancy	102,064	Code, Barbara	94,579	Craven, Valorie	98,111
Chisholm, Joanne	127,563	Coderre, Terri	76,946	Crawford, Judy	67,422
Chomyn, Terry	86,240	Cody, Kim	54,821	Crawford, Miranda	88,936
Chorneyko, Anita	99,103	Colclough, Arthur	99,288	Creurer, Jeanne	71,080
Chrispin, Victoria	51,436	Colclough, Maureen	70,939	Criton, Vanessa	67,175
Christensen, Tamara	86,241	Cole, Jade	65,557	Crittenden, Shirley	104,173
Christmann, Alison	67,015	Cole, Kendra	103,646	Crocker, Tracy	57,379
Christoph, Valerie	153,279	Cole Sebastian, Valerie	77,323	Crook, Beverley	72,887
Christopherson, Catherine	70,127	Coleman, Jean	87,798	Crookshanks, Carolyn	93,066
Christopherson, Clifton	61,672	Coles, Kathie	86,240	Cross, Beverley	93,577
Christopherson, Kim	67,698	Collins, David	81,749	Cross, Brenda	64,826
Chrusch, Wendy	323,666	Comrie, Kim	56,207	Cross, Bryan	99,284
Chupik, Nancy	52,961	Concha Jr, Trecerio	91,594	Cross, Treena	82,945
Churchman, Carol	105,595	Connelly, Raynell	74,111	Crossley, Laurie	83,438
Churko, Donna	104,691	Constantino, Eleonor	114,377	Crowe, Nanciann	91,462
Chursinoff, Charlene	65,209	Contreras, Gisela	59,436	Crozier, Margaret	102,307
Cibart, Janice	94,703	Cook, Andrea	99,658	Cruise, Loretta	95,721
Cielo, Aida	88,037	Cook, Laurie	77,322	Crump, Irene	66,548
Ciuca, Judith A	100,799	Cook, Stephanie	95,068	Cruz, Jennipher	90,743
Clare, Robert	100,743	Coomaran, Vettivelu	68,277	Cruz Paraiso, Myrna	50,399
Clark, April	104,870	Coombs, Leann	66,894	Csudom, John	65,267
Clark, Jamie	86,240	Cooney, Duddow	100,402	Cuddington, Terry	77,730

Appendix C: Payee List

Individual	Payment
Cuello, Alex	52,209
Culham, Sherry	83,145
Culig, Ernesto	84,594
Culig, Glory	229,011
Culig Dalziel, Jasmin	71,841
Cullen, John Paul	145,365
Culling, Carla	103,871
Cullins, Joan	55,063
Currie, Lynne	163,596
Currie, Marjorie	77,702
Currie, Nicolle	111,481
Currie Noble, Jill	79,612
Currin, Marlene	56,321
Curry, Glenna	112,775
Curtis, Deborah	124,686
Curtis, Patricia	90,377
Curtis, Rob	99,145
Curts, Ashley	56,212
Curts, Jacquelin	50,036
Cuthill, Kassandra	57,240
Cwynar, Chris	93,424
Cyr, Nicole	53,053
Czmuchalek, Alysia	51,272
Daaza, Rosemary	105,517
Dabao, Cherrylyn	50,284
Dahlgren, Lori	74,208
Dakiniewich, Lori	65,129
Daku, Bonnie	98,474
Dale, Rheanna	82,894
Dally, Katherine	100,444
Dalmeida, Donna	101,930
Daly, Jason	71,324
Dancsok, Marie	80,686
Danielson, Carla	74,083
Danielson, Deborah	104,204
Danylczuk, Mike	83,593
Danyliw, Brian	111,835
Dappay, Carina	56,107
Dartige, Mona	76,444
Datchko, Melissa	69,546
Dauncey, Jennifer	113,098
Dauphinais, Cori	80,394
David, Marc	137,874
Davidowich, Lorrie	125,891
Davidson, Barbara	118,735
Davidson, Cathy	103,616
Davidson, Colleen	60,960
Davidson, Vivian	196,237
Davies, Karen	104,112
Davies, Lennie	77,425
Davies, Valerie	149,784
Davies, W Paul	94,223
Davis, Nora	54,410
Dawn, Brandi	55,864
Dawson, Lorna	93,631
Day, Christine	108,374
Day, Edward	108,807
Dayne, Jacquelen	117,453
De Castro, Sienna Angeli	113,192
De La Cruz, Vincent	107,031
De Los Reyes, Sonia	124,040
Dean, Erlinda	69,215
Dean, Teresa	56,851
Dean, Valerie	65,300
Debesai, Michael	67,337
Deck, Gordon	59,939
Deck, Melinda	90,867
Decorby, Bonny	60,091
Decosmo, Carla	79,265
Deets, Barbara	92,289
Dehmke, Cheryl	73,060
Deis, Patti	84,843
Dela Cruz, Aubrey	103,532
Dela Cruz, Nilo	124,212
Delaforest, Irene	64,531
Delainey, Linda	96,809
Delorme, Ivy	51,593
Delorme, Marvin	69,664
Deloyer, Danielle	71,709
Delsnider, Allison	92,676
Demeria, Anne	100,178
Demerse, Vicki	77,873
Dempsey, Charlene	73,495
Demyen, Alisha	81,831
Denham, Kristen	53,146
Denham, Terence	61,948
Denouden, Kathleen	65,236
Dentremont, Andre	92,118
Deogaygay, Janice	94,135
Deregowski, Andrea	56,333
Derow, Lovadie	62,107
Derow, Melissa	76,459
Desjardins, Annette	82,318
Desjarlais, Elise	81,251
Desjarlais, Tyler	59,651
Desnomie, Doreen	75,481
Desnomie, Harry	86,693
Desrochers, Miranda	92,242
Desrosiers, Bernard	71,377
Detiquez, Ronaldo	108,586
Devaraj, Ramachand	385,878
Dew, Cheryl	100,028
Dewald, Connie	91,873
Dewar, Kimberly	51,282
Dhaliwal, Mohinder	66,038
Dhesi, Sarbjit	51,777
Dhillon, Kam	153,429
Diana, Dinah	52,370
Dickie, Crystal	74,170
Dickie, Kim	62,718
Dickie, Stephen	117,905
Dickin, Tamara	121,739
Dickson, Karen	90,363
Didyk, Danielle	55,453
Diehl, Brenda	74,624
Dielschneider, Lori	121,368
Dielschnieder, Lynne	103,402
Diener, Tania	332,101
Diestro, Madeline	117,073
Dima, Anda	82,316
Dimaano, Maria	118,402
Dimond, Jory	57,884
Dingle, Courtney	70,132
Dix, Vanessa	71,802
Dixon, Lana	60,535
Dixon, Wendy	104,771
Dizon, Josephine Iris	94,882
Dizy, Jacquelin	113,822
Dmyterko, Myles	76,315
Dmyterko, Sylvia	95,894
Dmyterko, Zenia	75,587
Dmytriw, Pam	85,051
Doan, Pamela	77,250
Dobra, Sandra	75,439
Dobranski, Bonnie	72,061
Dobson, Joy	187,098
Dockendorff, Teresa	52,086
Doering, Frances	55,402
Doerksen, Kori	52,121
Doerksen, Norma	81,464
Dolha, Lloyd	83,067
Dolor, Jacqueline	81,053
Domingo, Francis	88,713
Donald, Angela	68,025
Donald, Heather	86,240
Donaldson, Tanya	51,526
Dong, Cindy	76,417
Donison, Jennifer	92,982
Donison, Milena	90,638
Donison, Nicole	85,417
Donison, Rebecca	73,279
Donnelly, Edna	87,843
Donnelly, Jo Anne	96,072
Donnelly, Mellissa	119,689
Donst, Lesley	76,204
Dore, Brie	97,360

Appendix C: Payee List

Individual	Payment
Dore, Pauline	96,880
Dorgan, Heather	104,771
Dornstauder, Amanda	73,031
Dornstauder, Kenneth	109,620
Dorsch, Meghan	78,211
Dosdall, Cheryl	86,902
Doucette, Rebecca	90,201
Douglas, Adrienne	56,472
Douglas, Alyssa	68,332
Doutkevitch, Irena	54,734
Dovell, Peggy	103,322
Downes, Melessa	66,377
Downey, Scott	95,693
Downs, Larissa	80,170
Downton, Michelle	92,189
Drackett, Catherine	86,371
Drackett, Nancy	110,618
Dragan, Nicole	84,178
Drake, Peggy	88,382
Dreher, Amanda	50,205
Dreher, Julie	83,301
Dribneriki, Carolyn	94,498
Drummelsmith, Jean	52,688
Drummond, James	104,771
Drysdale, Lois	55,288
Dubey, Gaurav	76,041
Dubois, Brenda	81,600
Duchak, Catherine	99,474
Ducharmie, Tricia	73,406
Duesterbeck, Jennifer	70,389
Duff, Afton	92,142
Dufour, Debra	97,790
Duke, Bradley	52,545
Duke, Cheryl	93,706
Duke, Meghan	58,840
Dumont, Erica	67,011
Dumont, Loreen	101,249
Dumont, Zack	106,243
Duncan, Shannon	64,232
Duncan, Tessa	102,083
Duncanson, Judith	95,202
Dunfield, Vera	101,282
Dunford, Lynette	96,900
Dungca, Nova	103,315
Dunkeld, Diedre	81,717
Dunlop, Kim	112,208
Dunn, Shauna	95,541
Duniphy, Corry	75,653
Dunville, Deanna	95,243
Duong, Tu	117,221
Duperreault, Paul	58,412
Dupont, Heidi	90,729
Dureau, Crystal	85,208
Dureault, Gloria	70,067
Dusselier, Lindsay	74,974
Dusterbeck Colho, Tammy	79,371
Dutchak, Kristin	123,792
Dvernichuk, Ranel	72,436
Dybvig, Colleen	95,154
Dyck, Darla	131,808
Dynna, Lisa	51,096
Dzuba, Mandi	53,706
Earnshaw, Karen	145,365
Earnshaw, Theresa	97,902
East, Lori	105,925
Easton, Bonnie	69,389
Eastuke, Louisa	50,361
Ebbett, Heather	88,719
Eberle, Janet	93,635
Eckert, Laurie	97,778
Edgar Cozine, Shelly	99,831
Edge, Linda	113,534
Edgerton, Jordan	84,624
Edmands, Carol	96,015
Edmands, Jeff	101,869
Edmands, Laura	78,551
Edmondson, Noreen	51,403
Edwards, Colleen	136,569
Edwards, Joanne	79,432
Egeto, Kyle	84,345
Egland, Joy	57,306
Ehrlich, Victoria	104,771
Ehrmantraut, Donald	136,993
Eichhorst, Helga	81,613
Eisenzimmer, Kathryn	71,648
El Kelani, Marry	54,008
Elder, Kristin	94,956
Elder, Marian	88,924
Eley, Maureen	73,371
Elkew, Jada	77,360
Ell, Grettalyn	138,490
Ell, Sandra	89,968
Ell, Sharlene	66,415
Ellard, Marina	79,584
Elliott, Heather	94,198
Elliott, Virginia	140,359
Ellis, Carla	92,954
Ellis, Sharon	74,232
Ellis, Tracey	132,541
Ellis, Yvonne	51,422
Elmberg, Lori	90,192
Eluwa, Michael	56,699
Emeke Okere, Elizabeth	93,140
Emery, Alison	88,632
Engel, Anna	62,452
Engel, Keith	62,057
Engel, Linda	81,007
Engel, Patricia	104,343
Engele, Carla	76,454
Engele, Kathleen	109,826
Engen, Katherine	119,433
England, Sienna	50,078
Englund, Judy	61,632
Enmark, Sherry	104,533
Enns, Adine	75,483
Ens, Cindy	59,878
Entner, Darren	106,622
Entz, Teresa	75,273
Erdelyan, Marla	51,216
Erfurt, Carolyn	89,620
Erhardt, Ashly	72,749
Erick, Brenda	50,261
Erickson, Betty Ann	60,535
Erickson, Heather	113,666
Erickson, Jennifer	104,751
Erickson, Judith	79,771
Erickson, Michael	51,651
Erickson, Sarah	93,095
Erixon, Lindsey	71,262
Erman, Connie	81,912
Erman, Kristine	61,711
Ermel, Kelly	68,296
Eros, Hazel	79,925
Escanlar, Anabellee	93,861
Escott, Susan	100,266
Espenell, Gaye	90,345
Espinosa, Eilene Mae	101,964
Essien, Benjamin	71,629
Estacion, Raquel	115,148
Estioco, Joseph	90,441
Ethier, Kristen	89,590
Euraoba, Cecilia	99,264
Euteneier, Sandra	131,621
Eva, Maureen	55,007
Evancio, Arnold	81,387
Evans, Donna	93,070
Evans, Julia	72,652
Evans, Leah	77,586
Ewart, Amy	70,943
Ewart, Brian	60,538
Faal, Darla	78,474
Fadare, Deborah	153,789
Fahlman, Joann	66,386
Falana, Ayorinde	65,997
Famulak, Jackie	90,063
Farkas, Lynnmarie	68,616

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Farley, Margaret	95,606	Fiorante, Connie	98,730	Frankowski, Anita	96,510
Farmer, Carol	71,160	Fischer, Chandra	84,879	Franks, Dianne	64,799
Farn, Ann	72,294	Fischer, Claire	90,526	Fraser, Deborah	66,475
Farnden, Janelle	101,057	Fischer, William	69,980	Fraser, Holly	101,764
Farnell, Sheila	73,330	Fiset Brezinski, Gisele	68,991	Fraser, Nicola	71,672
Farnell, Trina	59,438	Fisher, Amy	88,260	Fraser, Nicole	110,522
Farrell, Ashley	58,198	Fisher, Lea	52,520	Frass, Connie	108,477
Farrell, Grace	114,731	Fisher, Monique	121,698	Fraynak, Joanne	105,379
Farrer, Chelsea	61,201	Fisher Phillips, Heidi	86,196	Fredlund, Jennifer	80,613
Farrow, Delee	57,078	Fishley, Melissa	55,055	Fredlund, Tammy	69,798
Farrow, Vicki	68,248	Fitzgerald, Jean	97,976	Freeman, Joanne	128,002
Fauchon, Michelle	94,545	Fitzgerald, Jeremiah	100,215	Freeman, Karol	87,058
Faulkner, April	81,737	Fitzsimmons, Donald	78,643	Freiheit, Karen	121,940
Fawcett Kennett, Jacqui	104,697	Fizzard, Andrea	67,763	Frier, Debbie	77,702
Fay, Christopher	97,750	Fizzard, Sheldon	91,947	Friesen, Amy	106,794
Faye, Rachel	81,049	Flaman, Esther	64,465	Friesen, Della	91,388
Fedec, Jacquline	112,596	Flaman, Nancy	103,220	Friesen, Wendy	78,278
Federko, Marion	76,682	Fleece, Jason	69,791	Fritz, Lola	82,897
Fedirko, Lori	73,888	Fleming, Deborah	60,342	Froehlich, Jason	102,315
Fehler, Beverly	51,768	Fleming, Dianne	60,031	Froese, Audrey	76,368
Fehr, Elaine	81,236	Fleming, Shalon	70,538	Froh, Thomas	92,512
Fehr, Wendy	105,630	Flengeris, Helen	80,079	From, Sandra	99,263
Feil, Shauna	93,624	Fletcher, Rhonda	89,455	Frombach, Kristin	61,011
Fellner, Carol	51,467	Flood, Ramona	87,916	Fromm, Linda	79,476
Feltin, Susan	57,085	Florek, Leanna	64,225	Fry, Brenda	84,237
Fennell, Susan	51,296	Flores, Karen Kayle	115,611	Fry, Margaret	104,375
Ferguson, Janet	91,013	Flowers, Barbara	85,666	Fuchs, Dennaye	54,496
Ferguson, Joan	65,134	Fluter, Lenore	103,765	Fuchs, Dwayne	55,584
Ferguson, Sheila	100,613	Focht, Robin	93,750	Fuchs, Stacy	89,552
Fernandez, Dianne	57,942	Fohr, Chris	86,240	Fuchs Lacelle, Shannon	81,204
Fernandez, Janis	51,682	Foley, Jodi	97,814	Fuerte, Jaemie Rae	108,944
Fesciuc, Kimberley	90,737	Folgering, Tina	82,555	Funke, Annamarie	104,465
Feser, Janice	72,023	Folk, Maria	122,483	Funke, Sarah	75,820
Fesser, Renee	73,380	Folk, Ronald	99,863	Gabel, Grant	86,155
Fetalino, Mark Anthony	106,538	Forbes, Heather	100,559	Gabel, Leslie	104,558
Fetch, Bobby	59,115	Forer, Lindsey	81,078	Gabora, Balynda	92,459
Fetter, Katherine	95,675	Forman, Holly	84,320	Gaboury, Adele	55,052
Fichter, Kim	69,470	Forman, Sheila	88,256	Gabriel, Melissa	119,821
Fidler, Bozena	59,592	Fornwald, Amanda	58,317	Gabriel, Robyn	68,411
Fidler, Mariusz	60,486	Fornwald, Elizabeth	74,888	Gabrielle, Michelle	60,259
Field, Cathy	69,114	Forsberg, Lisa	70,030	Gackle, Patricia	82,062
Field, Susan	95,992	Forsberg, Peggy	79,230	Gadica, Sandra	103,773
Filipchuk, Monica	52,834	Forshner, Ruby	94,431	Gafencu, Denise	50,663
Filippi, Crystal	77,642	Foster, Monica	89,427	Galger, Colleen	69,470
Filippi, Shelly	99,427	Foulston, Nicole	65,817	Gallagher, Roxanne	68,068
Fillmore, Karen	73,713	Fox, Colleen	60,339	Gallais, Leandre	80,187
Findlay, Cyndy	81,812	Fox, Marina	71,275	Gallais, Nicole	52,869
Findlay, Ronalee	66,280	Fox Tittle, Julianne	56,684	Gallenger, Kimberly	99,978
Fingas, Gloria	64,494	Fraipont, Wendy	81,957	Galloway, Sheldon	50,793
Fink, Barbara	65,586	Francis, Dev	100,875	Gammel, Christine	59,753
Fink, Carla	57,033	Francisco, Jane	92,375	Gammel, Leanne	66,949
Finn, Shauna	63,813	Francisco, Lucila	92,849	Gan, Xiao Juan	52,638

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Gane, Jaclyn	80,093	Getz, Bradley	53,763	Gomez, Jugen	152,528
Garchinski, Lori	115,247	Giannini, Rita	50,320	Gonzales, Gema	106,339
Garcia, Catherine	104,449	Giannini, Savanna	82,917	Goodman, Craig	63,228
Gardikiotis, Tracy	78,057	Gianoli, Patricia	51,191	Goodtrack, Jacquelin	72,095
Gardiner, Earl	55,950	Gibbons, Katherine	84,382	Gordon, Sheila	53,740
Gardner, Heather	78,356	Gibbs, Christina	81,972	Gorin, Valerie	96,979
Gardner, Linda	76,244	Gibney, Nicole	81,048	Gorkoff, Tonya	67,377
Garnsey, Nicole	73,144	Gibson, Cathy	82,407	Gorrill, Faye	74,215
Garratt, Nancy	94,523	Gibson, David	82,092	Gotchia, Guylaine	186,151
Garratt, Sharon	149,400	Gibson, Jeff	61,071	Gotchia, Kelsi	67,240
Garstin, Connie	98,320	Gibson, Lynann	73,181	Gotoc, Menardo	67,377
Garven, Terri	93,746	Gibson, Norleen	62,160	Gottselig, Anita	90,308
Gasper, Jennifer	97,291	Gieg, Brian	83,936	Gottselig, Darryl	72,913
Gasteiger, Sabrina	86,386	Gieni, Shirley	97,455	Goud, Bonnie	68,691
Gate, Melissa	94,804	Giesbrecht, Colin	101,568	Goud, Britta	70,084
Gatin, Sarah	88,875	Giesinger, Katherine	73,397	Goudreau, Robert	75,284
Gattinger, Clare	91,761	Giesinger, Shawna	95,484	Gould, Tracy	63,809
Gauthier, Debbie	149,728	Gil, Kimberly	105,151	Govender, Ashokran	81,351
Gavel, Charlene	102,986	Gilbert, Jennifer	99,631	Graessli, Dea	89,142
Gavel, Ryan	72,100	Giles, Penny	104,771	Graf, Jennifer	82,205
Gaw, Raelynn	88,393	Gilewicz, Cynthia	51,478	Graham, Arlene	114,788
Gay, Caitlin	65,752	Gilewicz, Eileen	98,577	Graham, Jeanette	56,041
Gebhart, Deanna	98,328	Gill, Marianne	50,793	Grainger, Christina	101,193
Gebregiziber, Liya	53,400	Gill, Ricky	69,645	Grammatico, Dino	743,226
Gee, Kin	54,835	Gill, Shirley	52,611	Grand, Stephanie	80,858
Gee, Nathan	65,432	Gillert, Alicia	65,698	Grandish, Susan	115,247
Geiger, Natasha	53,990	Gimeno, Honeyleth	93,421	Granello, Marco	75,184
Geis, Kristina	90,507	Girard, Susan	51,597	Granello, Yvonne	95,241
Gelowitz, Denise	126,117	Giroux, Kristin	69,220	Granger, Morag	107,274
Gementiza, Mariel	94,541	Glabus, Shelley	68,218	Grant, Gerri	78,652
Genoves, Gilma	71,737	Glas, Lindsay	70,579	Grant, Marnie	61,550
Genoves, Wilbert	111,733	Glas, Shannon	98,793	Grasby, Murray	68,801
Gentile, Cindy	91,367	Glasser, Carol	132,611	Grasdal, Patricia	136,816
Gentles, Shirley	102,113	Glasser, Monica	60,535	Gray, Carolyn	107,469
George, Alexa	70,651	Glendenning, Lorraine	113,815	Greanya, Leonard	71,190
George, Monique	92,311	Glettler, Marlene	80,931	Greaves, Annemarie	104,051
George, Tricia	75,611	Glines, Gail	67,933	Greaves, Jolene	62,609
Geran, Barbara	75,499	Globa, Maryann	104,771	Greaves, Patricia	80,848
Gerard, Mary	56,191	Gmerek, Renita	93,838	Grebinsky, Cindy Lou	109,999
Gerber, Victoria	99,503	Goddard, Dani	53,293	Green, Carla	102,402
Gerbrandt, Shelley	88,483	Godenir, Leah	55,847	Green, Dianne	86,332
Gerein, Ruth	82,637	Godfrey Wall, Crystal	51,751	Green, Karen	52,944
Gerhardt, Brenda	69,668	Godwin, Amanda	79,847	Green, Shelly	51,291
Gerhardt, Theresa	86,380	Goertz, Lindsey	85,937	Greene, Melissa	93,616
Germaine, Sandra	99,201	Goertzen, Florence	83,061	Greene, Verla	94,815
Gerrard, Shirley	101,892	Goetz, Anthony	84,736	Greenwood, Kent	51,953
Gerspacher, Tracy	101,175	Gogal, Shannon	75,236	Greenwood, Pat	99,061
Gervais, Jessica	73,069	Gokavi, Christina	83,626	Gregoire, Barbara	90,723
Gessell, Mickey	111,156	Goldfinch Dube, Carmen	99,958	Gregory, Jemma	70,439
Gessner, Dusten	89,452	Golding Guest, Leanne	72,753	Gregory, Laura	93,576
Gettle, Peggy	76,251	Golemba, Shirley	61,512	Greschuk, Sandra	75,363
Getz, Alice	93,966	Gollan, Tammy	54,745	Gress, Penelope	56,396

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Individual	Payment	Individual	Payment	Individual	Payment
Greville, Jason	74,535	Haines, Michael	86,240	Harrison, Matthew	58,404
Griffin, Carolyn	66,459	Haines, Winnifred	98,508	Harrison, Scott	97,775
Griffin, Denise	81,072	Halbgewachs, Maxine	90,662	Harrison, Terry	54,821
Griffiths, Tara	98,431	Hale, Barbara	94,882	Hart, Emily	80,935
Grigg, Karlee	75,158	Haley, Shelly	93,862	Hart Mitchell, Regan	55,439
Grills, Gloria	61,575	Halford, Jacquelin	54,463	Hartley, Karen	112,338
Grimard, Cindy	74,607	Haliwyz, Kathleen	60,365	Hartley, Laurie Anne	69,720
Grimeau, Crystal	57,538	Hall, Collette	143,785	Hartley, Teresa	78,109
Grimeau, Fern	50,306	Hall, Darla	98,247	Hartman, Maria	68,378
Grimm, Helen	61,918	Hall, Leanne	50,945	Hartman, Valorie	61,107
Grismer, Dana	93,698	Hall, Shirley	72,462	Hartness, Collin	91,829
Grobowsky, Kerri	79,121	Halladay, Amanda	77,316	Hartney, Heather	95,039
Grohs, Ashley	90,492	Halldorson, Hallie	77,634	Hartney, John	99,288
Grohs, Trina	89,947	Haluik, Alana	71,420	Hartwell, Randi	97,695
Gronhovd, Wanda	84,689	Hamelin, Paula	67,894	Harty, Carolyn	97,197
Gronick, Sabrina	85,607	Hameluck, Paul	122,920	Harty, Tanya	57,022
Gross, Alexandra	73,014	Hamilton, Amy	53,762	Harty, Wayne	81,161
Gross, Linda	102,670	Hamilton, Kieran	58,500	Harvey, Ella	89,107
Grund, Tracy	66,530	Hammond, Shea	53,361	Hasenack, Lisa	65,098
Gryschuk, Paul	59,854	Hango, Valerie	68,866	Hashem, Shannon	68,463
Guansing, Alistair	112,057	Hanley, Matt	55,335	Hashimi, Samira	65,842
Guenther, Sharon	79,258	Hanna, Shari	106,598	Hastings, Nadine	55,493
Guenther, Zonia	67,875	Hannaford, Nicole	93,810	Haukaas, Barry	86,412
Guenzel, Suzanne	81,708	Hannah, Rhonda	112,328	Haukeness, Lora	73,117
Guerra, Fernando	71,996	Hannah, Suzanne	114,818	Hauser, Corina	91,946
Guerrero, Candice Grace	67,838	Hanowski, Alicia	97,320	Hauser, Jeff	93,728
Guest, Tamara	91,912	Hansinger, Sonia	93,128	Hawco, Nicole	81,353
Guingab, Elinore	81,074	Hanson, Alexandra	87,705	Hawes, Cynthia	74,211
Gulka, Suzanne	101,389	Hanson, Brenda	135,911	Hawkins, Cynthia	96,560
Gumban, Avelino Jr	160,123	Hanson, Nancy	84,338	Hawkins, Pamela	100,216
Gummeson, Mary Ellen	81,006	Hanson, Nicole	77,584	Haynes, Jennie	60,920
Gunnlaugson, Sandra	63,067	Hanson, Rachelle	62,557	Hayter, Carrie	81,615
Gunther, Tamara	64,622	Hanson, Trisha	82,293	Haywahe, Joellen	50,254
Gurski, Penny	104,717	Harder, Brenda	96,739	Hazen, Michelle	100,696
Gustilo, Andrea	97,232	Harder, Ruth	76,135	Head, Dorothy	69,880
Gutheil, Jocelyn	122,515	Hardy, Bruce	53,481	Head Sabtiu, Helen	72,738
Gutwin, Kim	79,442	Hardy, Marion	65,982	Heaney, Celeste	101,442
Guy, Sheri	60,257	Hardy, Nicole	68,003	Heathcote, Debra	63,745
Gwilliam, Rosella	94,807	Hardy, Pamela	73,309	Heathcote, Jon	77,295
Gyorfi, Cindy	66,837	Harkness, Jeanette	57,750	Hebert, Ann	98,004
Gyorfi, Marieanne	60,535	Harle, Connie	96,426	Hebert, Brittny	79,660
Habac, Hanna	100,879	Harley, Raylene	72,189	Hebert, Deanna	86,321
Hachkewich, Lea	78,428	Harmer, Jack	89,259	Hedstrom, Brent	97,985
Hachkewich, Yvonne	62,237	Haroldson, Joyann	91,371	Heebner, David	96,377
Hagan, Tracy	94,284	Harper, Catherine	68,805	Heenan, Donald	62,790
Hagen, Naomi	102,153	Harper, Kyla	59,737	Heerspink, Brett	50,474
Hagen, Robyn	57,490	Harries, Jennifer	76,947	Hegedus, Beverley	82,137
Hagerty, Tamara	70,010	Harris, Charlotte	86,623	Hegglin, Karen	62,775
Hagglund, Marlene	86,790	Harris, Susan	77,778	Heiberg, Melody	80,687
Hagman, Kelli	110,853	Harris, Yvonne	93,784	Hein, Kristen	61,264
Hagman Obst, Lana	75,854	Harrison, Ian	92,193	Hein, Shannon	105,765
Haid, Lori	99,278	Harrison, Lorrie	95,273	Heinrichs, Menno	115,546

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Heinrichs, Ronald	56,968	Hibner, Linda	109,583	Holness, Kandace	95,949
Helfrick, Margaret	58,716	Hildebrand, Teresa	96,736	Holt, Cheryl	98,329
Helfrick, Michelle	57,593	Hill, Carrie	50,566	Holt, Shawna	84,399
Heller, Lacee Jayde	57,004	Hill, Donna	56,119	Holt, Trina	145,751
Helmond, Dan	65,256	Hill, Keith	81,636	Homes, Brenda	56,740
Hembroff, Margaret	64,533	Hill, Kristie	67,314	Hooge, Melissa	72,432
Hemsley, Veronica	69,984	Hill, Micheal	79,159	Hoogeveen, Lance	84,102
Hendrickson, Brenda	167,332	Hill, Sherry	83,494	Hooker, Cara	129,796
Hengen, Jeanette	99,351	Hill, Stefanie	72,900	Hooker, Paula	75,999
Henley, Jean	56,934	Hillier, Justin	95,931	Hooker, Stacey	97,859
Henneberg, Patricia	104,378	Hintz, Amber	60,882	Hooper, Vivian	69,419
Hennink, Maurice	315,343	Hipolito, Christabella	105,672	Hopfauf, Lori	105,806
Henricksen, Rosemary	81,428	Hislop, Jessica	67,466	Hopkin, Erin	80,743
Henrion, Karen	71,323	Hitchcock, Edward	93,695	Hopkin, Keith	71,476
Henry, Doris	100,010	Hitchings, Kristin	52,275	Hopkins, Elaine	50,566
Henry, Lana	96,046	Hlohovsky, Adean	53,773	Horbach, William	117,645
Hepting, Carol	80,203	Hnidek Wilson, Lydia	109,575	Horbal, Amanda	93,889
Hepworth, Shelley	74,814	Hobbins, Melanie	65,369	Horejda, Natalie	83,434
Herasymuik, Elaine	93,913	Hockley, Elaine	97,992	Horning, Jennifer	56,981
Herauf, Mandy	54,843	Hodgson, Barbara	80,557	Hornoi, Denise	54,155
Herauf, Melissa	78,416	Hodgson, Holly	125,891	Horse, Lucille	78,962
Herbison, Sherry	77,702	Hodson, Dellina	89,928	Horsman, Paulette	138,803
Herchuk Norris, Lorie	79,186	Hodson, Paul	94,413	Horvath, Ken	67,966
Herczakowski, Leanne	98,344	Hoefficher, Jean	67,833	Horvath, Lois	98,075
Herman, Jacquelin	69,181	Hoeft, Marie	73,937	Horvey, Lisa	104,771
Herman, Nicki	57,938	Hoeft, Tracy	74,141	Hosaluk, Suzanne	97,476
Hermanson, Marion	53,517	Hofer, Sandra	101,067	Hotchen, Marlene	91,720
Hermanus, Kim	51,318	Hoff, Judy	82,332	Hough, Jan	69,408
Hernandez, Hennessy	109,950	Hoffart, Jill	95,055	Howat, Henriette	137,785
Hernando, Jessica	53,352	Hoffarth, Kristin	70,683	Howden, Janice	97,812
Hernani, Xyzary	104,768	Hoffert, Michele	56,941	Howe, Karen	88,205
Herod, Corey	101,460	Hoffman, Christie	85,334	Howell, Susan	59,480
Herod, Elizabeth	53,260	Hoffman, Shelley	91,395	Howie, Douglas	76,868
Herzog, Mark	90,239	Hoffman, Violet	75,366	Hoyum, Jo Anne	53,116
Herzog, Sharla	90,174	Hoffort, Ashley	82,745	Hrynowetsky, Denice	70,234
Hesketh, Brittney	72,121	Hoffort, Jordin	75,898	Hrynowetsky, Sheldon	98,426
Heuchert, Lois	77,157	Hogan, Stacie	85,555	Huber, Kristyn	76,157
Heuchert, Wendy	84,117	Hogg, Sarah	112,969	Huber, Laurel	77,608
Hewitt, Lisa	58,407	Hogg, Shawna	73,810	Huber Flahr, Charlene	90,001
Hextall, Denise	52,182	Holba, Nicole	89,698	Hubic, Tracy	69,196
Hextall, Gail	74,241	Holbrow, Matt	50,400	Hubich, Fran	101,416
Heywood, Danae	78,967	Holden, Amy	99,729	Hubich, Kathy	65,680
Hicke, Janice	67,300	Holden, Kathryn	105,838	Hubick, Jackie	86,240
Hickey, Jacquelin	106,477	Holfeld, Sandra	96,451	Hubick, Murray	105,688
Hickie, Laurie	76,418	Holliday, Michele	92,641	Hudson, Dena	67,504
Hicks, Daniel	73,753	Hollinger, Ashley	50,806	Hudye, Falon	84,658
Hicks, Roy	64,073	Hollinger, Colleen	94,678	Huebner, Sheryl	62,561
Hiebert, Brenda	91,236	Hollinger, Wanda	75,285	Hueser, Mary Ann	76,121
Hiebert, Nicola	50,944	Holmes, Heather	96,205	Hugg, Shauna	51,582
Hiebert, Orrey	70,507	Holmes, Lisa	60,242	Hughes, Carly	85,186
Higgins, Edward	212,554	Holmes, Marcia	102,991	Hughes, Cynthia	112,094
Highmoor, Laura	69,785	Holmstrom, Carol	54,166	Hughes, Patricia	62,786

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Hugie, Beata	60,031	Jackson, Marlene	93,571	Johnson, Sara	114,119
Hungle, Christine	61,929	Jackson, Shannon	129,140	Johnson, Sherry	93,910
Hunko, Valerie	201,658	Jacob, Joanne	63,715	Johnson, Vaughn	117,750
Hunt, Debbie	50,193	Jacobs, Dawn	79,285	Johnson Fong, Terry	61,470
Hunt, Donna	94,670	Jacobs, Shana	97,696	Johnston, Heather	88,138
Hunt, Kimberley	67,467	Jacobs Marshall, Jacquelyn	51,865	Johnston, Janice	68,839
Hunter, Della	122,577	Jacobson, Shelley	101,442	Johnston, Susan	76,772
Hunter, Kimberly	90,841	Jaenen, Heather	71,447	Joice, Robert	68,700
Hunter, Nancy	94,720	Jalloh, Bashir	68,895	Jolly, Shannon	77,971
Hutcheson, Matthew	66,666	James, Bonnie	58,460	Jones, Andrea	67,272
Hutchings Besse, Janice	143,635	James, Kate	56,660	Jones, Audrey	52,499
Hutchinson, Marian	168,093	Jamieson, Brenda	74,539	Jones, Edward	782,430
Huys, Deborah	104,771	Janotta, David	60,359	Jones, Karen	100,022
Hydaman, Janis	86,893	Japson, Jhoanna Norie	82,610	Jones, Natalie	58,558
Hyer, Jeanne	50,095	Jardine, Jeannette	51,586	Jones, Rhiannon	97,063
Hynds, Shannon	91,532	Jarikre, Alero	105,207	Jones, Sandra	99,866
Hysuick, Kerri	83,152	Jaster, Brian	67,558	Jonsson, Meranne	95,010
Iannetta, Victoria	95,794	Java, Iris Jade	101,914	Jordan, Darlene	52,828
Idem, Idi	75,290	Javier, Lynette	177,980	Jordens, Jaime	71,370
Idt, Christie	69,218	Jaworski, Brenda	85,016	Jordheim, Gerald	76,478
Ikert, Debra	67,958	Jeannot, Alayna	82,765	Jordison, Cody	86,839
Ikert, Katherine	74,752	Jeannot, Sharon	79,044	Jorgensen, Dawn	67,239
Ing, Barbara L.	81,505	Jeena, Vinesh	389,190	Jorgensen, Krista	63,260
Ingeniero, Rona	100,578	Jellow, Mary	88,101	Jors, Roberta	93,671
Ingham, Dianna	94,528	Jendrasheske, Melissa	95,490	Jose, Neena	127,201
Ingham, Julia	84,284	Jennett, Steven	82,119	Juatco, Mark	91,690
Ingham Petrescue, Carol	60,535	Jensen, Chris	83,745	Juganas, John	56,160
Ingjaldson, Marjorie	109,015	Jensen, Karen	73,054	Juneau, Jamie	57,480
Ingleby, Joanna	96,996	Jeske, Beverly	101,655	Jury, Jessica	73,002
Ingram, Lynne	106,559	Jeske, Jacquelin	66,453	Kach, Deborah	104,463
Ingrouville, Bonny	62,517	Jeske, Winona	109,387	Kachaluba, Tamara	107,183
Inkson, Sheryll	93,013	Jewett Curley, Emilie	76,476	Kaczmar, Jennifer	106,103
Innes, Heather	126,107	Jeworski, Debra	50,345	Kaip, Melissa	89,448
Innes, Jennifer	65,741	Johannson, Julia	64,481	Kaip, Steven	89,183
Ireland, Debra	53,930	Johns, Brandy	75,069	Kalapesi, Zarin	515,308
Ireland, Nicholas	58,245	Johns, Kirby	108,886	Kanciruk, Pamela	95,687
Irvine, Chantelle	90,562	Johnson, Amos	60,647	Kane, Kyra	81,448
Isaac, Michelle	103,249	Johnson, Bonnie	56,630	Kapell, Annette	70,689
Isaak, Joan	81,272	Johnson, Brenda	98,695	Kapell, William	78,791
Issac, Jessy	52,235	Johnson, Dawn	93,302	Kapp, Allison	72,339
Issel, Brenda	93,576	Johnson, Dawn	95,024	Karchewski, Natalie	71,186
Issel, Curtis	100,340	Johnson, Diane	66,844	Kardash, Bruce	100,051
Isted, Cheryl	60,535	Johnson, Janis	113,288	Kardynal, Ben	71,083
Isted, Christopher	66,381	Johnson, Julie	112,154	Karnes, Flo	88,825
Ivanochko, Elizabeth	125,890	Johnson, June	61,485	Karpa, Deborah	91,135
Iverson, Paul	104,800	Johnson, Karen	62,618	Karr, Theresa	77,609
Jackiw, Susan	104,771	Johnson, Krista	93,153	Karreman, Willem	85,897
Jackson, Donna	83,517	Johnson, Larry	50,931	Karst, Karen	74,572
Jackson, Jeffery	88,498	Johnson, Laurie	98,705	Karunakaran, Kumudhini	302,919
Jackson, Joy	104,771	Johnson, Pamela Jo	95,166	Karza, Philip	86,240
Jackson, Kimberly	68,494	Johnson, Patti	99,613	Kashmere, Dianne	73,391
Jackson, Linda	89,094	Johnson, Penelope	75,893	Katchuck, Connie	70,833

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Kathol, Lorna	104,771	Kincaid, Robert	69,587	Knibbs, Richard	70,011
Kattler, Donna	64,652	Kindred, Jasmine	62,645	Knoll, Jennifer	71,397
Katz, Adam	84,975	King, Brenda	96,632	Knoll, Margot	53,275
Katzberg, Blaine	100,201	King, Kathleen	87,677	Knourek, Brenda	64,003
Kaufmann, Cindy	51,431	King, Krista	70,609	Knowles, Elizabeth	86,171
Kausar, Rehana	121,906	King, Michelle	52,987	Koch, Alisha	65,391
Kausar, Safina	51,764	King, Tina	93,264	Koch, Paula	79,101
Kaytor, Jeanette	121,745	Kinneberg, Lorie	104,771	Kochylema, Monica	65,382
Kaytor, Jessica	89,418	Kinney, Patricia	93,019	Koffler Hubbs, Loralyn	112,934
Kaytor, Jill	91,371	Kinney, Wendy	117,770	Kohl, Dan	145,365
Kaytor, Rae	99,225	Kirby, Angus	141,357	Kohlruss, Debbie	54,588
Kaytor, Shauna	55,420	Kirby, Lois	92,674	Kohm, Karen	81,252
Kaytor, Susan	77,358	Kirchhofer, Devin	60,312	Kokoski, Lorrie	74,283
Keenan Arp, Cathy	102,320	Kirk, Roxanne	54,295	Kolb, Lavonne	97,662
Keep, Sandra	106,656	Kirkness, Shane	74,936	Kolodniski, Donna	59,028
Keffer, Michael	59,998	Kirstein, Lynnise	73,976	Koltun, Margaret	102,483
Kehoe, Sharon	55,594	Kish, Holly	88,352	Komodowski, Jenna	52,992
Kehrig, Nicole	82,497	Kisil, Shelly	52,048	Konieczny, Bozena	57,730
Kelbaugh, Jeff	57,036	Kisilowski, Mary	86,775	Korbo, Trina	65,974
Keleman, Kathy	57,275	Kissel, Kevin	71,220	Korchinski, Jaime	130,363
Keller, Jenny	112,049	Kitchen, Brent	115,563	Koroll, Lisa	90,400
Keller, Leigh	87,371	Kitz, Natasha	82,889	Koronkiewicz, Carol	71,487
Kellington, Grenda	56,785	Kitzul, Twyla	74,400	Korsberg, Karina	56,406
Kelln, Kim	117,780	Klassen, Carol	201,658	Kosabek, Debbie	104,771
Kelly, Bette	89,380	Klassen, Nadine	86,240	Kosar, Deloris	113,718
Kemery, Jolene	81,959	Klebeck, Deana	90,749	Kosar, Justin	56,431
Kemp, Michelle	76,775	Klein, Abby	56,136	Kosar, Lynette	73,454
Kempton, Brian	72,779	Klein, Adam	59,030	Kosar, Tammy	58,638
Kempton Doane, Gina	83,242	Klein, Carl	100,273	Kosik, David	69,601
Kendrick, Susan	98,688	Klein, Carollynn	69,833	Kosloski, Sheila	52,994
Kennedy, Donna	75,511	Klein, Christine	87,193	Kostiuk, Cheryl	102,486
Kennedy, Leigh	75,620	Klein, Deanna	91,222	Kostiuk, Laurie	69,574
Kennedy, Liana	54,502	Klein, Jennifer	87,728	Koszman, Kelsey	71,651
Kennedy, Rachel	66,688	Klein, Lana	130,011	Kot, Nancy	95,878
Kennedy, Trena	70,704	Klein, Lori	99,964	Kot, Pamela	96,048
Keopanya, Julie	68,191	Klein, Shelley	79,193	Kotopski, Kimberley	75,376
Kerbs, Treena	69,288	Klein, Tom	90,834	Kotowich, Richard	76,527
Kerr, Matthew	51,538	Klein, Tracy	83,173	Kotrla, Allison	71,641
Kerr, Sheila	74,781	Kleisinger, Brenda	81,935	Kotylak, Diane	73,846
Kerr Wilson, Vicki	50,058	Klempner, Dianne	53,794	Kotylak, Rhonda	101,434
Kessler, Camelia	63,378	Klempner, Leanne	68,653	Koutsoulis, George	90,387
Keulen, Lynn	80,992	Kletchko, Joanne	98,804	Kovacs, Jenna	53,944
Keyowski, Terrance	70,636	Klimczak, Christina	102,778	Kowalyk, Kristine	81,265
Keyowski, Theresa	104,771	Klock, Lori	86,431	Koza, Scott	60,780
Khalifa, Amer	729,997	Klotz, Brenda	57,789	Kozack, Katherine	116,114
Khan, Bibi	155,957	Klotz, Kathy	66,156	Kozak, Bill	71,342
Khuber, Sarbjit	55,345	Klotz, Steven	104,771	Kozak, Daryl	60,358
Kidby, Robin	107,438	Kluk, Dawn	74,492	Kozak, Lori	81,405
Killian, Nikki	79,095	Kluk, Debra	107,150	Kozak, Susan	72,354
Kim, Bohee	84,989	Knapman, Jamie	85,263	Kozak, Tammy	95,013
Kim, Hea Kyung	70,549	Knapp, Randall	145,365	Kozakewich, Carol	101,803
Kimpton, Karen	99,097	Knebush, Trina	60,454	Kozakewycz, Diane	104,747

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Kozusko, Jarrett	98,607	Kuzyk, Karen	69,403	Larsen, Pamala	102,384
Kraemer, Diana	104,947	Kwan, Davin	92,624	Larson, Joan	52,205
Kraemer, Sarah	75,917	Kwan, Man Kwok	72,557	Larson, Laureen	125,891
Kraemer, Shauna	64,274	Kydd, Jason	90,932	Larson, Susan	92,158
Kraetzig, Maria	118,466	Labensky, Cheryl	93,316	Lasalle, Christine	100,437
Kraft, Sherry	93,176	Labossiere, Anita	71,432	Lastimosa, Grachelle	110,070
Krahn, Deborah	85,167	Labossiere Karda, Tara	117,610	Latimer, Christine	101,435
Krahn, Kathy	96,160	Lacelle, Whitnee	56,339	Latimer, Wanda	75,006
Krall, Carrie	144,492	Lachambre, Roxanne	50,591	Latoski, Katherine	63,956
Krall, Rory	54,061	Lacroix, Lori	74,501	Latrace, Susan	96,421
Kramer, Joanne	75,119	Lafayette, Esther	94,839	Lauman Hartmier, Barbara	98,580
Kramer, Nancy	85,783	Lafontaine, Christopher	78,166	Laursen, Victoria	53,400
Kramer, Sheri	65,405	Laframboise, Shanna	96,714	Lavanway, Amber	122,352
Krause, Catherine	73,032	Lafreniere, Shona	54,067	Lavoie, Pamela	71,558
Kraushar, Larry	110,143	Laigo, Michael	106,288	Lawlor, Karen	52,986
Kreis, Debbie	109,712	Lalonde, Lorna	59,155	Lawrence, Curtiss	73,015
Krenz, Trudy	108,017	Lamarche, Shawn	80,522	Lawrence, Monica	101,701
Kreshewski, Nathalene	53,279	Lamb, Lisa	50,930	Lawrence, Robin	75,421
Kress, Dorena	98,821	Lamb, Patricia	91,619	Layman, Blair	94,910
Kress, Louise	71,049	Lamb, Sabrina	73,198	Layne, Bob	147,090
Kristoff, Anna	87,758	Lambert, Jennifer	68,687	Le Tang, Richard	68,290
Krogsgaard, Krista	77,143	Lambert, Shelly	55,559	Leader, Jody	50,296
Krogsgaard, Lorraine	94,304	Lambsdown, Dorothy	60,481	Leblanc, Patricia	78,281
Krogsgaard, Sharon	75,652	Lamers, Crystal	59,746	Lebruno, Patricia	92,185
Krohn, Sheila	92,206	Lamontagne, Ray	51,881	Lechinsky, Debbie	75,953
Krueger, Becky	69,017	Lamoureux, Donna	104,771	Lee, Janice	50,274
Krupski, Angela	58,669	Landgraf, Jennifer	72,571	Lee, Maureen	62,333
Kruszelnicki, Trina	81,191	Landry, Chelsea	66,827	Lee, May	96,313
Kryklywicz, Amanda	63,921	Landry, Leigh	66,001	Leepart, Shelley	60,800
Krysak, Kathleen	80,397	Lang, Bruce	104,065	Lefave, Tammy	79,191
Kubiak, Angela	104,286	Lang, Danita	64,414	Legault, Cheryl	70,989
Kuculym, Jeannette	104,233	Lang, Edith	94,502	Legault, Dana	112,103
Kuhtz, Tracy	99,288	Lang, Kelly	111,572	Legault, Lydia	94,197
Kula, Alicia	119,487	Lang, Michael	110,396	Legault Lalonde, Marie	100,216
Kullman, Pauline	95,315	Lang, Rae Lynn	81,292	Legault Wilson, Dionne	101,297
Kuntz, Donald	108,767	Lang Schuette, Connie	96,370	Leggott, Michelle	69,317
Kuntz, Jody	86,679	Lange, Simon	71,280	Lehr, Craig	65,141
Kuntz, Lynn	68,649	Langevin, Monica	92,393	Lehr, Ellen	57,938
Kunz, Koreena	65,647	Langford, Karen	98,766	Leibel, Florence	71,514
Kupchyk, Sherri	90,074	Langford, Linda	82,042	Leibel, Greg	112,843
Kuppenbender, Stella	59,681	Langgam, Lou	124,382	Leier, Barbara	88,473
Kurenoff, Joanne	100,598	Langley, Stephanie	93,024	Leier, Nichole	56,956
Kurtz, Linda	61,672	Langlois, Brandy	92,872	Leier, Owen	97,943
Kurucz, Rhonda	56,835	Laninga, Tina	62,761	Leier, Rose	106,837
Kuruliak, Joanne	75,028	Lanz, Allison	57,100	Leippi, Dawn	81,174
Kush, Breanne	69,792	Lanz, Lawny	64,661	Leischner, Donna	54,699
Kuski, Michelle	63,197	Laplan, Dora	67,662	Leitch, Linda	98,936
Kutzley, Colleen	54,352	Larden, Ross	90,273	Lekcharoen, Jocelyn	81,326
Kuyek, Dale	113,925	Laron, Demelza	95,374	Lekcharoen, Raymond	111,315
Kuyek, Janelle	50,060	Larrivee, Diane	202,434	Lemky, Melynda	59,666
Kuz, Gary	66,553	Larsen, Derrick	144,957	Lemmerich, Karen	102,254
Kuzma, Bettyann	67,122	Larsen, Judy	66,802	Lemmons, Dagny	78,813

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Lemoine, Julie	79,311	Litzenberger, Angela	66,174	Luff, Heather	80,604
Len, Dennis	99,288	Litzenberger, Laura	83,984	Luff, Pat	78,199
Lendrum, Faye	67,379	Livingston, Crystal	71,984	Lukey, Patrick	119,662
Leniuk, Terri	79,165	Livingstone, Dustin	60,281	Lumb, Kim	64,384
Lenz, Sharon	102,264	Lizee, Rona	98,696	Lund, Starla	76,612
Leon, Tina	98,659	Ljubic, Carissa	76,636	Lunde, Kenda	86,944
Leonard, Ellie	102,650	Ljubic, Donovan	128,921	Lundeen, Coleen	103,014
Leonard, Shauna	104,553	Llarena, Melanie	152,425	Lundy, Debbie	87,122
Leonor, May Clyde	86,582	Lloyd, Dorothy	86,240	Lunnin, Lori	92,028
Leontowich, Lanjell	76,890	Lloyd, Kathleen	103,636	Luterbach, Colleen	163,651
Lerat, Renee	71,820	Lockeridge, Keith	67,300	Luther, Rae	80,286
Lerminiaux, Marc	59,944	Lockert, Elizabeth	77,288	Lutley, Diane	78,178
Leruyet, Charmayne	92,979	Lockert, Lori	78,797	Lutz, Wendy	56,333
Leshchyshyn, Crystal	60,061	Loffler, Janice	94,675	Luzon, Clarissa	94,798
Lesko, Elizabeth	85,292	Logie, Brenda	51,492	Lynch, Brant	79,176
Lesko, Rick	57,487	Lolacher, Susan	82,596	Lynn, Sandra	88,548
Lesko, Sandra	68,229	Lomenda, Janice	76,716	Lys, Catherine	66,793
Lestage, Tanya	78,527	Lonethunder, Vivian	75,521	Maas, Allison	139,187
Letain, Rae Lynn	85,299	Long, Jarett	54,530	Macallidesantamar, Ana	120,713
Letain, Selena	91,764	Longman, Wendy	62,239	Macapia, Maria Cielo	97,744
Letang, Arlis	74,810	Loos, Francis	99,859	Macauley, Katherine	65,010
Letsche, Nancy	53,371	Lopez, Amherstia Novy	98,961	Macausland Berg, Dianne	82,129
Leurer, Deanne	130,266	Lorencz, Beverley	59,645	Macdonald, Scott	101,369
Lewicki, Laura	87,963	Lorencz, Taryn	76,309	Macdonald, Todd	87,839
Lewis, Carma	62,815	Lorenz, Anita	70,481	Macdougall, Angela	78,620
Lewis, Daniel	107,172	Lorenz, Chelsea	78,242	Macduff, Robert	53,425
Lewis, Katherine	101,701	Lorenz, Julie	59,913	Maceluch, Brittney	65,905
Lewis, Nicole	78,318	Lorenz, Kara	86,908	Macfarlane, Shera	92,476
Li, Yali	65,478	Lorenzana, Corazon	55,299	Machuik, Lynn	73,320
Libiano, Jose	108,317	Lott, Angela	81,215	Machuk, Chelsey	56,693
Liepold, Bobbi	78,784	Loucks, Cheryl	69,413	Macintosh, Ian	67,462
Liepold, Gloria	51,852	Lough, Maureen	116,460	Mack, Ellen	81,308
Ligue, Neil	123,626	Louis, Debbie	63,782	Mackay, Cheryl	67,047
Lindemann, Debi	77,253	Lovelace, Dione	60,767	Mackenzie, Bonnie	102,298
Lindo, Nina	53,803	Lovett, Nicole	84,916	Mackenzie, Karen	89,826
Lindsay, Lauren	64,853	Low, Evelyn	99,906	Macknak, Errin	61,745
Lindsay, Rae	115,148	Low, Ken	92,658	Macknak, Susan	86,240
Lindsay, Shirley	55,046	Low, Margot	83,874	Maclean, Barbara	63,193
Lindstrom, Lee	71,893	Lowey, Jana	94,971	Maclellan, Melissa	61,046
Lingelbach, Chad	96,824	Lowey, Judith	65,458	Maclennan, Deborah	87,342
Lingelbach, Tara	88,421	Lu, Thang	51,189	Macmillan, Carolynn	102,792
Linklater, Bonnie	52,472	Lu, Xiaoqing	80,655	Macmillan, Leanne	67,282
Linklater, Lyn	69,820	Luansing, Jemuel	71,714	Macmillan, Robert	94,572
Linnen, Alison	69,730	Lubachowski, Gwenda	77,050	Macmillan, Ryan	89,142
Lionetti, Donna	69,090	Lubas, Mirek	72,264	Macmillan Tyson, Jamie	67,001
Lipinski, Chelsea	69,358	Lucas, Marlann	68,738	Macneil, Miranda	52,746
Lipon, Marlene	70,729	Luce, Amanda	69,845	Macneill, Dana	53,325
Lipp, Ashley	90,716	Lucero, Dranreb	111,180	Macphee, Cathleen	54,129
Lippai, Jennifer	129,855	Lucero, Jocelyn	98,647	Macphee, Linda	85,271
Listrom, Chantel	53,623	Luciak, Ken	111,256	Macpherson, Anita	78,383
Little, Cindy	50,533	Luciuk, Leann	71,851	Macpherson, David	81,858
Little, Glenda	86,807	Ludwikowski, Rick	56,367	Macpherson, M Janice	77,313

Appendix C: Payee List

Individual	Payment
Macpherson, Robin	76,378
Macpherson, Roxanne	61,867
Macrae, Rebecca	92,944
Mactaggart, Darlene	57,596
Mactal, Napoleon	108,063
Mactavish, James	72,818
Mader, Darlene	96,633
Madrilejos, Estefania	74,195
Maduck, Tricia	132,463
Magallanes, Maria Lorena	107,464
Magnaye, Za	84,079
Magnien, Valerie	99,013
Magnus, Samantha	51,555
Magnuson, Maureen	91,346
Magotiaux, D Arcy	147,979
Mah, Jeffrey	86,240
Mah, Jenny	80,134
Maher, Cara	68,621
Mahnic, Haley	52,791
Mahoney, Kathleen	75,809
Mahoney, Patricia	66,980
Maier, Janet	101,826
Maierhoffer, Shelly	107,914
Mailloux, Angele	72,310
Mak, Joanne	82,364
Makelki, Catherine	110,733
Maki, Mary	79,499
Makie, Catherine	89,544
Maksymew, Sharon	99,964
Maksymew, Stephanie	76,999
Malach, Shirley	96,735
Malang, Edwin	96,195
Malang, Marissa	94,909
Malegus, Ken	82,183
Mali, Bahera	376,600
Malik, Roxana	82,613
Malinowski, Eleanor	96,184
Maloughney Herbe, Patricia	90,491
Mama O, Maira	113,415
Mamchur, Grant	124,438
Mamer, Doris	85,099
Mamula, Radojka	103,613
Manalaysay, Carmelita	52,994
Manalo, Lulu	55,453
Manchester Miller, Samantha	102,487
Mancuso, Debra	126,205
Mangalindan, Jacel Ane	58,147
Manganop, Louie	100,767
Manley, Sophia	88,022
Mann, Candace	56,445
Mann, Doug	70,531
Mann, Karen	51,333
Mann, Karen	54,208
Mann, Madison	69,333
Mann, Suba	238,500
Mann, Teri	81,070
Manson Brick, Nori	80,597
Mantilla, Dannice	85,272
Mantyka Whitford, Elaine	104,646
Manz, Tammy	90,135
Marasigan, Nerijol	145,230
Marce, Michelle	76,020
Marcelo, Michelle	56,189
Marchildon, Ginette	95,586
Marchildon, Marianne	79,764
Marcil, Allison	58,217
Marcotte, Jennifer	67,187
Marean, Frederick	69,475
Marin, Donna	104,771
Marissen, Debby	73,401
Markle, Tracy	96,931
Markwart, Carol	88,096
Markwart, Corinne	85,925
Markwart, Kathryn	82,816
Marsh, Maureen	89,773
Marsh, Virginia	93,869
Marshall, Bonny	102,511
Marshall, Dean	91,518
Marshall, Dianne	51,998
Marshall, Doris	104,610
Marshall, Joan L	78,136
Marshall, Sarah	61,577
Martens, Sandra	82,654
Martin, Arlene	78,685
Martin, Brenda	58,005
Martin, Donalee	92,755
Martin, Donna	111,313
Martin, Marc	82,363
Martin, Neoma	95,764
Martin, Wendy	84,271
Martinez, Oscar	91,088
Marynick, Marlin	90,981
Mason, Jeff	73,273
Mason, Maegan	54,312
Masse, Therese	70,263
Massier, Candice	83,678
Massier, Carmen	68,374
Massine, Darlene	90,096
Masson, Koren	52,758
Masters, Sandra	101,523
Masters Guest, Renee	71,085
Matechuk, Christie	98,786
Matheis, Jacob	61,502
Matheson, Stephanie	73,636
Mathie, Linda	89,462
Matravolgyi, Cheryl	52,872
Matthews, Debra	68,520
Matthews, Faye	84,095
Matthews, Shelley	71,090
Matthies, Yvonne	90,166
Matties, Debbie	86,746
Matwiy, Jacquelin	55,159
Maupin, Karen	95,136
Maurer, Nancy	59,952
Maw, Lester	93,340
Maxwell, Ashley	55,547
Maycong, Maggie	170,249
Mayer, Deborah	50,483
Mayer, Laurie	54,332
Mayer, Megan	74,585
Maynes, Julie	109,536
Mazinke, Nadine	58,048
Mazur, Janelle	104,771
Mazur, Mark	120,167
Mbasela, Phyllis	133,332
Mbugua, Grace	105,173
Mcauley, Karen	62,933
Mcauley, Valerie	96,718
Mcavoy, Erin	95,722
Mcbride, Jessica	65,720
Mccabe, Debra	123,182
Mccaig, Barry	86,240
Mccall, Elizabeth	91,680
Mccallum, Karen	99,941
Mccann, Linda	62,333
Mccann, Linda	107,327
Mccann, Michael	83,283
Mccann, Nancy	81,220
Mccann, Orinda	73,551
Mccarron, Michelle	92,105
Mccaw, Dianne	72,112
Mcclement, Melissa	63,744
Mcclement, Sam	82,210
Mcclymont, Kimberly	92,668
Mcconnell, Denise	57,163
Mccorriston, Sheri	65,337
Mccrea, Morgan	82,351
Mccrea, Simon	90,292
Mccready Wirth, Avril	50,273
Mccrystal, Doreen	64,560
Mccrystal, Wendy	55,290
Mccullough, Cameron	62,050
Mccullough, Lois	82,136
Mccurry, Terryann	89,691
Mccusker, Joanne	52,498
Mcdermaid, Karen	104,535

Appendix C: Payee List

Individual	Payment
Mcdermit, Tamara	79,626
Mcdonald, Allison	95,740
Mcdonald, Jayne	84,302
Mcdonald, Patricia	84,622
Mcdonald, Paulette	126,955
Mcdonald, Richard	85,418
Mcdonald, Sandra	70,844
Mcdonald, Shirley	50,102
Mcdougall, Brad	86,177
Mcdougall, Elizabeth	94,593
Mcdougall, Kim	54,077
Mcewen, Aimee	104,169
Mcewen, Shelly	72,457
Mcfadyen, Cindy	60,054
Mcgeough, Angela	80,356
Mcgeough, Lorie	88,542
Mcgill, Nancy	100,699
Mcgonigal, Tiffany	59,940
Mcgown, Brandi	84,581
Mcgrath, Elizabeth	96,360
Mcgregor, Lindsay	94,060
Mcgregor, Nikki	88,982
Mcgregor Weekes, Sarah	50,112
Mchardy, Darlene	89,173
Mcilmoyl, Matthew	66,402
Mcintaggart, Glen	69,053
Mcintosh, Linda	50,215
Mcintosh, Shawn	61,627
Mcintyre, Jennifer	64,123
Mckay, Lisa	88,437
Mckechnie, Kimberly	67,223
Mckechnie, Marlene	85,212
Mckechnie, Michael	80,190
Mckellar, Hector	83,463
Mckenzie, Crystal	72,393
Mckenzie, Lynn	65,583
Mckenzie, Sharron	73,746
Mckenzie, Virginia	75,125
Mckim, Darcy	93,028
Mckinnon, Carolyn	63,901
Mckinnon, Faye	99,843
Mckinstry, Stacey	91,692
Mcknight, Jennifer	51,178
Mcknight, Tracie	70,980
Mclaughlin, Deanna	66,502
Mclaughlin, Leanne	63,129
Mclaughlin, Linda	77,702
Mclean, Bonnie	71,483
Mclean, Charlotte	89,166
Mclean, Dixon	82,052
Mclean, Kelly	66,647
Mclean, Sharon	72,051
Mclean, Theresa	106,322
Mclellan, Morgan	67,239
Mcleod, Melanie	90,215
Mcleod, Theresa	60,324
Mcmechan, Anita	50,205
Mcmechan, Janet	90,656
Mcmillan, Dominique	81,213
Mcmillan, Kaitlyn	76,353
Mcmorris, Cynthia	63,860
Mcmullen, Cathy	97,394
Mcmullen, Marlene	66,131
Mcnamara, Andrea	79,418
Mcnaught, Connie	89,704
Mcnaughton, Sherri	53,048
Mcneil, Dawn	145,365
Mcneil, Elaine	95,894
Mcneil, Emma	76,763
Mcneillie, Elisha	56,209
Mcnichol, Michelle	71,448
Mcpeek, Randy	77,702
Mcphee, Linda	104,771
Mcpherson, Bernadett	94,939
Mcpherson, Debbie	98,619
Mcrae, Meaghan	55,305
Mcrorie, Jonathan	55,145
Mcstay, Sharron	92,823
Mctaggart, Angela	76,823
Meadows, Morgan	68,393
Meider, Monica	76,305
Meier, Ruth	88,962
Melenchuk, Mary Anne	88,218
Melnechenko, Jody	99,863
Melnick, Barbara	114,583
Menegbo, Victoria	52,042
Mensah, Bridget	141,076
Mercer, James	91,579
Mercier, Maria	96,694
Merin, Christopher	94,417
Merk, Kimberly	56,964
Merriam, Debbie	88,727
Merritt, Valerie	97,146
Meston, Sheri	61,881
Metz, Gina	118,106
Metz, Irene	99,476
Metz, Sharon	73,142
Meyer, Kayla	79,547
Meyer, Kristen	57,417
Meyer, Victoria	61,801
Meyers, Krista	66,239
Meyers, Tanya	79,925
Michayluk, Gordon	78,794
Michon, Gerald	61,540
Michon, Shawn	59,801
Middelkoop, Shayleen	74,658
Middleton, Lanna	75,218
Mihalicz, Helen	74,040
Mihalicz, Linda	50,625
Mile, Clay	96,630
Mileusnic, Leposava	92,099
Millama, Zenaida	183,992
Millar, Natalie	57,191
Milleker, Lisa	62,138
Miller, Adrienne	69,179
Miller, Beverly	90,142
Miller, Diane	81,242
Miller, Gloria	61,976
Miller, Heather	120,027
Miller, Jody	73,693
Miller, Joshua	69,440
Miller, Kristin	76,505
Miller, Lois	94,221
Miller, Margaret	127,116
Miller, Shirley	68,507
Miller, Tamara	69,332
Mills, Richard	55,355
Milner, Thomas	162,541
Minchuk, Rhonda	75,823
Ming Fok, Tricia	65,325
Minifie, Rhonda	93,681
Minto, Patricia	63,484
Mirva, Denise	81,445
Miskiman, Todd	102,506
Misskey, Eunice D	80,927
Mitchell, Angie	67,856
Mitchell, Danita	57,676
Mitchell, Geoffrey	69,352
Mitchell, Jean	54,322
Mitchell, Mary Ann	76,237
Mitchell, Tia	54,909
Mittermayr, Stacey	83,447
Moc, Peter	77,197
Modderman, Jennifer	90,246
Moffatt, Patricia	77,705
Moghal Tayapad, Jasmine	70,939
Mohammadi, Shakiba	77,570
Mohan, Anurag	77,337
Mohl, Regan	70,014
Mohr, Ann	81,713
Mohr, Janet	73,403
Mohr, Megan	72,637
Mojar, Jhezelle	131,567
Molesky, Louise	157,125
Molleken, Andrea	97,936
Mollison, Deborah	94,507

Appendix C: Payee List

Individual	Payment
Molson, Bev	76,257
Moltz, Laura	69,598
Monchuk, Teresa	89,138
Money, Melodee	51,138
Monin, Beverley	58,018
Montanini, Lorna	88,065
Montano, Lisi	128,182
Monteith, Bernadett	65,808
Montenegro, Shelley	94,648
Monteyne, Barry	86,240
Monteyne, Dianne	94,108
Montgomery, L Curtis	65,800
Montgomery, Lisa	64,828
Moody, Terrence	55,753
Mooney, Dianne	96,787
Moore, Kara	66,287
Moore, Laura	81,215
Moore, Melissa	94,081
Moore, Sheila	97,700
Moore, Sherilyn	81,149
Morari, Brenda	101,723
Morehouse, Sabrina	65,119
Morgan, Donna	88,414
Morgan, Kimberly	69,596
Morgan, Maegan	69,938
Morgan, Randy	64,023
Morgan, Stuart	68,081
Morhart, Stacey	67,008
Morin, Lisa	76,201
Morissette, Ryan	99,995
Morrell, Debra	81,685
Morrice, Glenda	97,154
Morris, Cindy	51,661
Morris, Linda	79,175
Morris, Roxane	79,880
Morrison, Jodie	68,279
Morrison, Lisa	69,842
Morrison, Sandra	85,595
Morrow, Wendy	70,473
Moryski, Adriana	54,040
Mosewich, Cindy	153,273
Mosiman, Bonnie	83,893
Mountstephen, Leah	84,817
Moyer, Gordon	82,911
Mpundu, Regina	111,300
Mroske, Lisa	91,793
Mucha, Jamie	59,768
Muhr, Vivian	62,680
Muise Rein, Tiffany	66,732
Mulatz, Frank	89,420
Mulatz, Tyson	77,971
Muller, Karen	93,800
Mundo, John Charles	105,186
Mundy, Harry	56,249
Munns, Tiffany	69,781
Munro, Chrissy	71,837
Munson, Russell	92,601
Mureseanu, Alison	67,699
Murphy, Jessica	73,520
Murphy, Tracey	72,022
Murray, David	75,664
Murray, Mark	107,638
Murray, Sharon	80,967
Murthy, Poornima	489,957
Musleh, Jordan	87,744
Mutafya, Mary	103,019
Mwale, Mwangala	164,545
Mwangobola, Kufase	95,775
Mwape, Delphine	106,131
Mwela, Judy	93,541
Mwelwa, Martha	72,033
Mydonick, Ken	56,094
Myers, Carol	93,300
Myers, Ken	60,577
Myers, Robert	54,014
Myles, Wanda	67,105
Myrah, Michele	104,771
Mytopher Benoit, Lori Ann	72,503
Nabis, Quynh	73,588
Naces, Genie Ann	97,939
Nachilongo Daka, Gladys	104,353
Nachtegaele, Alison	70,191
Nadiger, Cathy	106,254
Nadon, Christine	68,508
Nagy, Tess	93,397
Nahachewsky, Desiree	117,478
Nalwamba, Rhoda	157,983
Nameth, Sharon	59,699
Narca, Imelda	51,841
Nasewich, Susanne	92,688
Nasser, Roseann	85,946
Natyshak, Merle	101,050
Nechi, Maureen	175,442
Neis, Cyndi	69,591
Neison, Valerie	102,392
Nelson, Beverly	97,168
Nelson, Danielle	103,139
Nelson, Diane	100,667
Nelson, Jean	86,168
Nelson, Jessica	54,253
Nelson, Joanne	91,288
Nelson, Jocelyn	71,018
Nelson, K. Dwight	339,031
Nelson, Megan	60,521
Nelson, Nadeane	86,140
Nernberg, Sheryl	97,171
Ness, Heather	94,891
Neufeld, Barbara	57,641
Neufeld, Eleanor	53,802
Neuls, Barbara	86,675
Neuls, Frances	125,891
Neuls, Kendra	52,192
Neumann, Barbara	104,369
Neumann, Carey	59,962
Neumann, Harry	105,725
Neville, Susan	201,658
Newcombe, Jennifer	60,956
Newcombe, Susan	77,244
Newton, Mae	90,061
Newton, Richard	76,898
Ngilangil, Mercedes	57,369
Ngoka, Grace	76,740
Nguyen, Chau	66,959
Nguyen, Cuong Duc	84,242
Nguyen, Diane	97,078
Nguyen, Thuy	122,525
Nguyen Lowe, Ha	86,831
Nichol, Christine	78,403
Nichol, Louise	94,083
Nichol Langlais, Barbara	91,748
Nichols, Gloria	90,581
Nichols, Harold	50,387
Nicholson, Roxy	61,860
Nielsen, Doug	82,080
Nielsen, Heather	73,954
Nielsen, Terry Lyn	100,190
Nieman, Gwen	51,664
Nieminen, Shannan	78,266
Nieto, Lori	96,057
Niklas, Daphne	90,833
Ning, Lianne	106,202
Nishimura, Michiko	66,119
Nistor, Brad	100,388
Nitoral, Flerida	52,148
Nixon, Howard	50,205
Njoku, Lilian	86,231
Noble, Christa	70,627
Nordby, Andrea	95,964
Nordgulen, Laura	91,466
Nordgulen, Terry	74,986
Nordstrom, Mason	67,712
Nordwick, Kim	123,848
Norick, Barbara	102,173
Norlander, Jillian	95,694
Norman, Bev	50,994
Norman, Christopher	107,479

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Norman, Judy	104,063	Oluyinka, Funmilayo	78,658	Paice, Amanda	105,872
Norman, Patti	77,500	Oluyinka, Stephen	107,136	Paice, Trudy	75,031
Norminton, Jim	69,470	Olynick, Brittany	83,845	Palandri, Sandra	79,885
Northcott, Benjamin	83,896	Omolida, Genalyn	82,951	Palanica, John	69,498
Novak, Dodi	63,608	Onagi, Maxine	80,361	Palazzo, Lee Ann	66,583
Novak, Elaine	66,419	Onyskevitch, Brandi	78,855	Palazzo, Tony	75,346
Novak, Karen	98,401	Oquinn, Sheryl	98,287	Palik, Debbie	52,807
Novak, Leanne	80,518	Orasan, Loredana	74,110	Palmer, Dianne	112,329
Novak Galgan, Harriett	114,387	Orban, Dale	90,552	Palmer, Karen	61,586
Noval, Chad	115,335	Orban Longman, Jacqueline	62,564	Palmer, Lorie	121,907
Noval, Ferdinand	86,666	Orell, Colleen	74,262	Palmero, Arnold	94,483
Novecosky, Lawrence	51,838	Orell Bast, Shannon	50,444	Palmier, Joan	54,226
Novik, Lori	77,154	Orellana, Candyce	55,414	Paluck, Elan	111,835
Nowosad, Janelle	83,079	Orellana, Edwin	50,617	Pamintuan, Amanda	82,327
Nowosad, Megan	78,676	Oremba, Misty	74,899	Panchuk, Clayton	52,977
Noyes, Heather	76,560	Orlowski, Louine	99,537	Panchuk, Douglas	112,162
Noyes, Shae	50,243	Orthner, Gail	109,124	Panelo, Rueben Jan	128,527
Nugent, Carol	104,511	Ortman, Gwen	70,050	Panno, Lacy	80,409
Nugent, Karen	71,896	Ortman, Nina	110,127	Pantel, Chris	72,757
Nurse, Byron	124,039	Ortmann, Jennifer	82,986	Pappas, Sam	78,857
Nurse, Shawna	69,960	Orzylowski, Miroslaw	78,077	Paquin, Joanne	69,453
Nuttall, Janice	114,481	Osborne, Tara	89,708	Paradis, Angela	87,962
Nutzhorn, Sara	50,621	Osicki, Leonard	80,785	Paradis, Eileen	61,628
Nwalozie, Annunciata	126,442	Osiowy Hunter, Patricia	86,191	Paraiso, Edgardo	59,332
O Sullivan, Tara	55,070	Ostapowich, Shannon	93,431	Paraiso, Ernilou	53,290
O Watch, Erin	78,581	Ostoforoff, Evelyn	100,673	Paraiso, Lourdes	73,071
Oak, Lisa	98,514	Ostrowka, Rhonda	69,470	Parasram, Maria	97,090
Oakes, Larry	82,430	Ott, Brigid	86,371	Parbery, Donna	69,473
Oberndorfer, Gillian	111,835	Otte, Holly	72,847	Pare, Judy	90,098
Obrigewitsch, Carmen	78,967	Otten, Laurele	69,943	Parent, Darla	94,996
Obrigewitsch, Charlene	68,232	Ottenbreit, Tammy	81,934	Park, Anne	53,833
Obyrne, Gillian	60,525	Ottoson, Cheryl	92,461	Park, Crystal	54,680
Obyrne, Patrick	111,303	Overend, Dawn	94,962	Park, Katherine	60,807
Ocampo, Rochelle	92,304	Owen, James	81,217	Parker, Donna	58,922
Ochitwa, Sandra	77,702	Owen, Sherilea	90,947	Parker, Jean	93,891
Ochoa, Patricia	75,950	Owens, Katherine	88,517	Parker, Kyle	96,076
Oconnor, Fiona	97,575	Owens, Sheila	78,997	Parker, Lynne	74,440
Odell, Teegan	111,411	Ozga, Donald J	100,540	Parker, Robert	77,735
Odi, Mary Pauline	99,435	Ozga Bellamy, Linda	113,440	Parks, Susan	50,805
Odow, Barbara	52,710	Ozipko, Shirley	63,034	Parley, James	71,901
Ogibowski, Theresa	94,998	Pacada, Melanie	58,696	Parley, Lorie	50,352
Ogilvie, Lore	116,979	Pachal, Laurelle	92,763	Parovsky, Suzanne	83,493
Ogrodnick, Nancy	104,771	Pacis, Sarah	98,354	Parr, Suzy	51,287
Okeadu, Justina	60,366	Pacis Jr, Julian	70,022	Parrell, Billy	64,854
Okulek, John	52,599	Pador Lee, Beverly	88,188	Parrell, Denise	98,688
Olbrich, Robert	63,250	Padwal, Jaspal	65,047	Parsons, Lucia	93,419
Oliver Carson, Stacey	99,318	Padwal, Ravinder	83,127	Parsons, Maryanne	53,904
Olson, Curtis	100,182	Paetsch, Dale	70,377	Partaik, Susan	117,736
Olson, Lindsey	66,812	Paez, Catherine	89,883	Parvez, Naeem	500,293
Olson, Pamela	95,946	Pagdilao, Rowena	115,689	Paseznak, Marion	185,572
Olson, Tanda	58,459	Page, Karen	78,212	Paseznak, Scott	84,113
Olson, Wendy	94,431	Paguirigan, Rica Aimee	121,500	Pasion, Ricarda	75,249

Appendix C: Payee List

Individual	Payment
Paskey, Gail	84,003
Paslawski, Judith	91,939
Pasloske, Ramona	59,176
Pass, Danielle	79,080
Paterson, Dineen	90,462
Paton, Brenda	58,606
Patricio, Alex	51,129
Patzer, Dave	52,517
Paul, Michael	74,441
Paul, Steve	68,648
Paulhus, Blake	59,739
Paulhus, Gwen	95,166
Paus, Carrie	100,479
Pawliw, Robin	65,600
Payne, Murray	50,519
Payne, Raymond	56,766
Pearce, Brent	68,479
Pearson, Danielle	67,910
Peart, Cathy	93,852
Peasley, Raena	59,353
Peddle, Kimberly	69,208
Pederson, Erica	92,398
Pedscalny, Brenda	91,819
Pegg, Nicole	67,720
Pelat, Donna	72,943
Pelechytik, Jan	82,842
Pelletier, Colette	88,329
Pelletier, Cynthia	71,012
Pelletier, Gail	58,788
Pelletier, Kim	77,748
Peltier, Brenda	72,386
Pelzer, Kelly	100,676
Pelzer Birtles, Andrea	82,982
Pengelly, Jennifer	105,283
Penner, Janice	76,342
Penner, Lyndsay	99,579
Pepper, Edwin	50,051
Peralta, Eliana	52,496
Peralta Elgueta, Pedro	59,739
Perchie, Glen	145,365
Perias, Jacy	118,485
Perkins, Susan	138,166
Perras, Omer	61,160
Perras, Tracy	58,960
Perrault, Veronick	87,895
Perreault, Serena	53,938
Perrin, Jonathan	71,458
Persaud, Parmanand	70,463
Persson, Barbara	87,710
Persson, Karen	58,207
Pesquera, Grace	116,660
Peters, Elfreda	69,099
Peters, Renae	56,204
Peters, Wade	111,831
Peterson, Diane	74,659
Peterson, Kathy	66,857
Petracek, Roxanne	69,024
Petrie, Maria	115,250
Petrisor, Leah	68,965
Petroff, Susan	80,943
Petrychyn, Margaret	125,891
Petryna, Vivian	52,569
Pettigrew, Janice	54,361
Pettit, Terri	130,149
Peyson Biensch, Lois	50,759
Pham, Huy	153,759
Phenix, Wendy	64,986
Phillipo Hugel, Paula	105,159
Phillips, Angela	84,103
Phillips, Casey	82,848
Phillips, Joanne	123,473
Phillips, Lee	58,039
Phillips, Scott	70,553
Phillips, Tracy	172,019
Pho, Joleen	76,085
Piasta, Linda	71,606
Picard, Imelda	51,565
Picard, Sonja	99,470
Picot, Linda	63,980
Pierce, Christina	70,224
Pike, Greg	99,380
Pillipow, Christy	54,725
Pilot, Jenna	50,605
Pinay, Kara	82,057
Pirlot, Christine	60,418
Pitre, David	56,505
Pitura, Susan	99,259
Plank, Lisa	152,627
Plante, Ken	51,931
Playter, Pamela	153,594
Plosker, Connie	54,046
Poitras, Jana	91,545
Pollard, Sandra	75,578
Pollock, Bonnie	88,085
Pollock, Chris	88,606
Pollock, Darlene	167,224
Pollock, Glenda	59,540
Pollock, Lexy	68,968
Pollon, Albert	65,145
Pollon, Monique	72,269
Polsom, Reina	57,499
Pompu, Tammy	85,671
Pon, Tin Yout	172,344
Poncsak, Debbie	97,502
Poole, Sherry	61,015
Poon, Anita	70,917
Pope, Steve	50,841
Popescu, Janet	88,134
Popescue, Melissa	66,766
Popick, Paula	81,955
Popoff, Laura	58,750
Popowich, Glenda	104,771
Porter, Marion	66,883
Portras, Donna	98,709
Posehn, Lindsey	95,176
Posnikoff, Jennifer	55,784
Potetz Moore, Leeann	90,078
Potter, Douglas	77,702
Potter, Gladys	79,069
Potter, Meghan	65,313
Potter, Ron	94,972
Potter, Vera	106,579
Potts, Jennifer	52,565
Potts, Kris	102,051
Pouteaux, Kayla	69,005
Powell, Maureen	72,257
Power, Kenda	99,217
Powers, Helen	68,379
Powers, Jessica	91,670
Powers, Marilyn	65,998
Praski, Nancy	103,410
Pratt, Melinda	118,787
Preikchat, Elton	67,787
Prekaski, Colleen	135,277
Preston Deitner, Spencer	62,632
Pretzlaw, Doreen	63,859
Prevost, Debbie	93,171
Priddell, Jade	80,527
Primavera, Janice	89,946
Pritchard, Beverley	101,465
Pritchard, Ruth	54,063
Procyk, Yuleeann	68,963
Prokopetz, Jason	90,218
Prokopetz, Michael	67,907
Pronych, Edith	85,754
Proudlove, Ann	86,240
Proulx, Sharon	94,024
Provick, Sandra	66,787
Pryce, Andrea	51,895
Prystupa, Lindsay	66,725
Pugh, Myrna	79,482
Pukas, Jaclyn	87,110
Purdue, Erin	103,154
Purdue, Ryan	95,571
Puri Harrison, Hema	55,454
Puszkar, Shaunalee	53,607

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Putz, Abigail	72,346	Reddekop, Patrick	84,395	Richter, Ginger	84,405
Pylatiuk, Jason	83,260	Redenbach, Michael	201,658	Richter, Glenn	73,869
Quangtakoune, Wendy	75,805	Reece, Wanda	69,728	Richter, Sherry	54,933
Quarshie, Ellis	64,243	Reed, David	91,178	Rieder, Colleen	89,225
Quero, Geste	101,184	Reed, Jody	94,765	Rieder, Evelyn	52,819
Quezon, Jerfelle	143,587	Regehr, Ronald	98,967	Riemer, Joan	96,010
Quine, Tamara	98,887	Reich, Breanna	92,104	Rigonan, Dryden	107,242
Quiniones, Michelle Ann	126,458	Reich, Saralyn	71,057	Riley, Colleen	104,771
Quinlan, Colleen	113,755	Reichert, Sherri	120,377	Rinas, Shelly	57,785
Quinnett Bobetsis, Michele	74,389	Reid, Ingrid	94,174	Rines, Andrea	73,849
Qureshi, Tania	67,768	Reid, Joanne	97,707	Ring, David	65,234
Raab, Nicole	72,583	Reid, Marilyn	76,087	Rintoul, Leah	73,431
Rabulan, Mary	94,438	Reid Leimgardt, Lorna	78,550	Ripplinger, Janice	79,323
Racette, Andrea	69,444	Reiger, Brianna	69,848	Rispler, Kathleen	56,000
Racette, Andrew	104,771	Reimer, Betty	117,757	Rist, Amanda	109,276
Racette, Joyce	86,236	Reiter, Andrea	91,946	Ritchie, Bonnie	53,274
Racette, Yvonne	80,618	Remoue, Marcy	79,361	Ritchie, Shanna	94,419
Radbourne, Chantel	89,425	Renauld, Lacy	101,996	Ritmiller, Maryann	94,137
Radom, Kimberley	57,970	Renner Scott, Faye	83,698	Ritson, Ann	74,484
Radons, Shelly	111,930	Rennie, Trisha	73,926	Rittwage, Catherine	108,046
Radutu, Cristiana	87,643	Renwick, Patricia	96,851	Roberts, Brent	60,514
Radutu, George	215,282	Repotente, Maria Fe	68,084	Roberts, Garnet	90,871
Rae, Justin	92,616	Reschke, Eric	70,642	Roberts, Gennine	66,511
Rae, Karla	57,644	Resurreccion, Althea	80,099	Roberts, Glen	102,956
Rae, Michelle	91,733	Rettger, Kelly	155,501	Roberts, Susan	69,138
Raedeke, Maria	67,943	Revelo, Jay	96,785	Robertson, Coralee	69,959
Ragadio, Rosario	186,589	Revenko, Scott	101,634	Robertson, Marlene	94,298
Rainbow, Scott	85,929	Revoy, Sheldon	83,723	Robertson, Nicole	73,734
Ram, Hansa	59,980	Reyes, Billy John	109,150	Robins, Lynnette	90,150
Ramage, Cheryl	54,934	Reynard, Beth	55,920	Robinson, Angela	148,294
Ramos, Katrina	133,460	Reynolds, Michele	97,781	Robinson, Beryl	86,920
Ramos Faldas, Lalaine	56,614	Rhinelander, Christopher	65,239	Robinson, Brenda	65,187
Ramsay, Corrie	94,268	Rhinelander, Krista	73,072	Robinson, Carla	69,537
Ramsay, Doug	80,969	Rhodes, Rod	64,460	Robinson, Jennifer	50,411
Ramsay, Todd	80,090	Riccetto, Anabella	118,044	Robinson, Lorrie	69,452
Ramsdell, Cathie	92,223	Ricci, Jacquelin	162,268	Robinson, Tom	125,723
Ranalli, Greg	71,433	Ricci, Peter	99,302	Robison, Brent	79,132
Randall, Lisa	85,741	Ricci, Stanley	81,247	Robson, Gwen	77,676
Rapchalk, Jason	76,247	Rich, Kim	134,187	Robson, Janice	104,345
Rapchalk, Kimberly	72,882	Richards, James	69,398	Rocheleau, Kelly	64,907
Raquedan, Jeanavie	186,511	Richards, Mardel	112,992	Rodger, Debbie	97,066
Rask, Colin	75,884	Richardson, Brenda	56,659	Rodgers, Milissa	77,804
Rasmussen, Benjamin	50,794	Richardson, Coreen	91,063	Rodgers, Pamela	86,702
Rathwell, Dana	69,681	Richardson, Jayne	68,478	Rodil, Ruel	120,915
Rathy, Brent	140,217	Richardson, Jessica	59,333	Rodriguez, Stephanie	118,495
Ratz, Chalena	89,311	Richardson, Nancy	68,622	Roesch, Erin	93,377
Rauckman, Christina	98,647	Richaud, Allison	83,223	Rogers, Arlene	92,576
Ray, Amanda	60,369	Richaud, Pamela	145,545	Rogers, Katherine	57,635
Rayos, Racquel	134,886	Richels, Lindsay	114,836	Rogers, Renee	82,245
Reaburn, Ross	83,480	Richenberger, Paul	79,312	Rogerson, Heather	95,203
Recknell, Michelle	52,310	Richter, Deborah	60,691	Rogina, Sandy	96,939
Rector, Patricia	95,332	Richter, Florence	93,634	Rogoschewsky, Deborah	60,299

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Rogoschewsky, Jessica	71,412	Ryan, Arla	90,436	Saxby, Shay	80,719
Rohs, Pamela	73,075	Ryan, Gloria	102,832	Schaefer, Shelley	95,804
Roland, Lisa	101,024	Ryan, Kelly	107,234	Schaeffer, Mandy	67,476
Roman, Tito	57,581	Ryan, Richelle	73,896	Schaeffer Rist, Holly	84,606
Romaniuk, Natalie	68,154	Ryan, Warren	63,011	Schaffer, Donna	51,006
Rogue, Alexander	92,489	Rybchuk, Ken	76,257	Schalk, Yvonne	55,171
Rorbeck, Barry	147,296	Rydzik, Louise	165,388	Schantz, Sharon	54,305
Rorbeck, Darlene	125,891	Rydzik, Lynne	65,828	Schatz, Lois	100,162
Rosbrook, Gloria	76,115	Ryz, Denee	79,638	Scheibel, Michelle	69,204
Roske, Sheila	81,319	Sabo, Carol	69,516	Scheidt, Coby	104,583
Roslinski, Carla	69,568	Sabo, Patricia	71,059	Schell, Eloise	94,912
Rosnau, Tasha	50,284	Saczek, Krzysztof	447,532	Schellenberg, Deborah	123,320
Rosom, Cheryl	96,909	Safi, Masoud	96,541	Schenstead, Amanda	60,383
Ross, Jacalyn	85,796	Sahota, Gurtinderjit	76,464	Scherbey, Terry	72,068
Rosseker, Gail	104,771	Sahulka, Breanna	51,255	Scherle, Melanie	55,742
Rosser, Cindy	50,231	Saint, Paul	58,502	Scheske, Jill	76,370
Roszell, Patrick	69,418	Saint, Sherry	114,437	Scheuer, Gail	120,856
Rotariu, Lynn	69,469	Salberg, Carly	71,017	Schiazza, Guido	99,446
Roth, Kathy	91,057	Salem, Alicia	57,673	Schiebelbein, Beth Ann	82,554
Rotheisler, Melanie	104,991	Sali, Janet	86,351	Schier, Rae	104,771
Rothwell, Mary	66,824	Sali, Lori	73,948	Schiller, Betty	80,839
Roulston, David	108,006	Sali, Mona	91,588	Schiltz, Carol	66,986
Roulston, Shelley	83,542	Samchyk, Stephen	68,477	Schiltz, Murray	54,446
Routledge, Joy	97,131	Samolesky, Diane	54,520	Schindel, Sherice	101,457
Routley, Sarah	59,730	Samonte, Joel	133,117	Schindel, Taryn	94,544
Roy, Linda	66,728	Samonte, Nolita	62,291	Schindelka, Crystal	56,759
Roy, Valerie	83,747	San Diego, Ricsan	132,121	Schindler, Karen	77,846
Royal, Benjamin	83,553	Sanden, Joel	79,988	Schlamp, Gwendolyn	69,211
Royal, Joshua	77,226	Sanders, Carol Ann	76,057	Schlamp, Michelle	90,550
Rubrecht, Darlene	69,935	Sanders, Donna	90,302	Schmeling, Lenore	74,996
Ruda, Lisa	102,877	Sanderson, Robin	68,731	Schmidt, Andrew	69,003
Rudd, Delaney	86,856	Sandhoff, Marilyn	51,661	Schmidt, Bonny	66,845
Ruder, Sarah	91,089	Sandin, Sherri	80,069	Schmidt, Craig	124,132
Rudy, Dennis	50,418	Sandor, Donna	83,107	Schmidt, Deborah	66,716
Ruecker, Holly	82,148	Sandstra, Shawnna	81,915	Schmidt, Julie	110,593
Ruecker, Margaret	83,397	Sanftleben, Laura	68,174	Schmidt, Laurie	68,140
Ruehs, Dyneena	93,723	Sanopo, Maria C	113,495	Schmidt, Mary	74,407
Runzer, Jennifer	50,170	Santiago, Karen	112,802	Schmidt, Mary	97,164
Rusaw, Lynda	54,928	Santin, James	77,417	Schmidt, Rachelle	69,470
Rushlow, Jodi	99,661	Santos, Dulce	60,007	Schmidt, Shawna	111,736
Rushton, Beverly	55,046	Santos, Edna	75,489	Schmidt, Sherry	76,973
Rushton, Mitsy	97,684	Sanville, Shawn	66,258	Schmidt, Sonja	77,364
Rusk, Kimberly	135,103	Sanya, Lynn	145,365	Schmidt, Susan	77,460
Russell, Danette	66,055	Sanya, Olu	53,897	Schmidt, Traci Jo	79,185
Russell, Jennifer	83,859	Sarma, Debasish	65,188	Schmidtz, Barbara	67,888
Russell, Pamela	66,649	Sarmiento, Louelle	127,564	Schmitz, Jessica	72,637
Russell, Rhonda	71,329	Sarty, Cathy	68,119	Schneider, Alma	69,464
Russell, Robert	82,065	Savoie Church, Natalie	92,741	Schneider, Doreen	64,571
Russell, Theresa	104,771	Sawatsky, Chris	94,834	Schneider, Susan	65,545
Ruston, Adam	65,966	Sawatzky, Krista	61,796	Schock, Brenda	76,113
Rutten, Karen	99,845	Sawchuk, Dusten	92,562	Schoenfeldt, Nancy	50,239
Ruzicka Olson, Corie	56,714	Sawel, Alexandra	58,929	Schoenhofen, Brenda	143,314

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Schoenrock, Coralee	90,146	Seitz, Tammy	67,485	Shevchuk, Debra	187,296
Schoenroth, Johnathan	60,535	Selensky, Cindy	88,232	Shewchuk, Daryl	95,880
Schoenroth, Susan	93,395	Selinger, Arlene	75,717	Shilling, Raylene	74,282
Schoenthaler, Shelley	87,617	Selinger, Christine	99,153	Shire, Tracy	64,923
Schopf, Jackie	67,802	Selinger, Darcie	54,522	Shoemaker, Laura	68,841
Schrader, Ceigee	92,586	Selinger, Donna	100,814	Sholdra, Yuriy	75,076
Schroeder, Cindy	96,712	Selinger, Janelle	69,412	Short, Pat	86,240
Schroeder, Debbie	89,012	Selinger, Lorenda	87,868	Shreeves, Lora	89,548
Schroeder, Jenna	79,260	Selinger, Marsha	71,480	Shuflita, Laureen	53,777
Schuba, Robert C	100,707	Selinger, Michelle	69,192	Shuflita Kurtz, Sheila	128,524
Schubert, Jenna	53,103	Selinger, Norman	64,563	Shymkiw, Joanne	88,837
Schuler, Sharon	69,470	Selinger, Stephen	96,355	Siao, Kristina	102,117
Schulhauser, Michael	81,339	Sellers, Nancy	85,452	Siapno, Irish Jylland	71,423
Schultes, Jeffrey	85,252	Sellinger, Cheryl	65,405	Sich, Colleen	113,726
Schultz, Beverley	69,470	Sellinger, Douglas	113,316	Sidebottom, Sarah	87,967
Schultz, Michelle	59,930	Selzer, Sharon	105,053	Sideen, Tina	77,923
Schultz, Michelle	84,997	Semchuk, William	122,380	Sidhu, Kuldeep	81,372
Schultz, Rhonda	67,643	Semeniuk, Chelsea	84,544	Sidhu, Mohinder	80,350
Schultz, Victoria	61,378	Semey, Patricia	98,003	Sieben, Carolyn	57,693
Schulz, Greg	111,487	Senft, Janell	94,233	Sieben, Lianne	78,748
Schuster, Brenda	112,004	Senft, Kaylene	60,390	Sigmeth, Myra	57,968
Schuster, Fawna	68,154	Senga, Carrie	86,420	Signarowski, Stuart	69,728
Schutz, Monica	86,817	Senga, Chad	79,452	Sigouin, Sheila	84,230
Schwabe, Keith	53,192	Senhouse Rodney, Nathalie	96,708	Silljer, Leslie	50,205
Schwalm, Dwayne	72,275	Seno, Rommel	542,389	Silva, Caroline	102,781
Schwark, Dayna	61,474	Sentes, Tina	86,555	Silverson, Elsa	94,196
Schwartz, Dale	82,980	Sentz, Holly	51,422	Silzer, Genine	82,469
Schwartz, Janice	72,195	Seon Mccallum, Charlene	120,517	Silzer, Joanne	82,891
Schwartz, Jennifer	76,544	Serediak, Ernie	98,089	Silzer, Shanna	109,494
Schwartz, Kelly	60,209	Serle, Shelley	104,744	Sim, Carey	104,059
Schwartz, Lloyd	65,950	Serrano, Adriana	67,001	Simard, Katherine	71,793
Schwartz, Robert	98,902	Serrano, Cherrlyn	163,439	Simard, Linda	60,206
Schwartz, Wendy	62,255	Service, Rochelle	63,440	Simms, Rita	52,175
Schwentke, Kathleen	53,380	Severson, David	86,932	Simon, Claudia	130,096
Scott, Carmen	77,042	Severson, Kassandra	70,233	Simpson, Jana	87,662
Scott, Donna	55,851	Shahid, Umair	79,175	Simpson, Robin	53,145
Scott, Marcia	111,835	Shambel, Jodie	69,882	Simpson, Therese	88,998
Scott, Maxine	150,487	Shannon, Ari	65,601	Sinclair, Bettyanne	92,150
Scott, Michelle	90,396	Shannon, Jacqueline	83,301	Sinclair, Heather	79,835
Scott, Nicole	84,993	Shannon, Rhonda	71,122	Singer, Kateri	100,195
Scraper, Kelly	77,604	Sharma, Indu	53,782	Sinnett, Debbie	144,725
Sculli, Marissa	82,887	Sharp, Tanya	54,494	Sirup, Blair	104,771
Seaman, Crystal	93,297	Shaw, Dawn	77,185	Sison, Cora	55,864
Sebastian, Liza	93,571	Shaw, Terrence	69,830	Siwek Gray, Carmin	54,138
Sebastian, Lydia	100,060	Shay, Melanda	71,728	Sjodin, Arlen	78,329
Secuur, Janine	73,236	Sheldon, Angela	66,878	Skaar, Gerard	84,835
Sehn, Randy	86,240	Shenner, Robyn	72,555	Skaf, Sheila	72,572
Seib, Chad	67,951	Shepherd, Audrey	56,675	Skiba, Valerie	87,422
Seib, Heather	79,022	Sheridan, Eileen	74,701	Skiftun, Stacey	67,730
Seibel, Jackie	77,702	Sherling, Kathy	78,953	Skinner, Shannon	79,361
Seidlikoski, Noelle	67,185	Shetterly, Alyson	75,977	Skolney, Janine	54,038
Seiferling, Joetta	103,442	Shevalier, Marcel	73,905	Skomorowski, Linda	72,066

Appendix C: Payee List

Individual	Payment
Skoretz, Christine	51,586
Skulsky, Barbara	106,124
Skwark, Gail	87,708
Skwark, Holly	125,441
Slater, Bettyann	104,771
Slater, James	79,368
Slater, Nicole	100,416
Slimmon, Arlene	68,131
Slingsby, Amy	109,963
Slinn, Jackie	118,637
Slinn, Jeffrey	88,622
Slinn, Sharon	59,466
Slinn, Tanya	89,554
Slopinski, Dwayne	90,752
Sluchenski, Charlotte	69,381
Slugoski, Yvonne	84,331
Sluser, Joy	81,015
Smeets, Donna	104,717
Smeikle, Lenieve	108,232
Smetaniuk, Bronwyn	70,599
Smiljic, Tanja	55,859
Smith, Amy	68,092
Smith, Barbara	121,654
Smith, Brenda	66,193
Smith, Debbie	114,066
Smith, Emily	98,534
Smith, Kerbie	77,191
Smith, Malinda	54,666
Smith, Margaret	51,935
Smith, Marilyn	81,122
Smith, Michelle	55,260
Smith, Scott	97,597
Smith, Sheila A	52,654
Smith, Sherice	119,890
Smuk, Linda	69,470
Smulan, Carole	114,031
Snedker, Cyndy	73,693
Snell, Moni	152,496
Snell, Richard	86,240
Snyder, Rae Lyn	59,126
Soby, Darryl	88,419
Sockett, Ingrid	94,595
Softley, Laura	81,794
Sojwal, Anita	93,428
Solar, Evelyn	51,097
Solidarios, Glenn	116,606
Soloduk, Louella	55,795
Solonynko, Lori	86,615
Solypa, Cyndy	105,553
Song, Wanchun	82,169
Sonntag, Maureen	82,745
Sopczak, Vince	62,235
Sorensen, Caroline	55,027
Sorensen, Elizabeth	84,391
Sorensen, Stacey	97,341
Sorensen, Thomas	104,771
Soria, Nonita	69,750
Soriano, Corazon	61,508
Souchotte, Karen	55,094
Sousa, Lydia	63,171
Soutar, Tania	59,800
South, Sherry	69,139
Speers, Christie	122,863
Spelay, Debra	68,817
Spelay, Elizabeth	77,210
Spence, Rane	72,324
Spencer, Debra	76,107
Spencer, Katherine	71,066
Spencer, Mitchell	118,238
Spicer, Eva	121,783
Spicer, Kristin	71,358
Spilak, Cathi	112,345
Spitzner, Avery	81,829
Spooner, Jason	70,260
Springer, Jessica	59,746
Srochenski, Terry	56,998
St Onge, Lynn	89,092
Stadler, Angela	76,487
Stadnyk, Donna	63,312
Stadnyk, Jamie	77,661
Stadnyk, Robert	79,360
Stadnyk, Shelley	66,182
Stainbrook, Rhonda	67,239
Stamm, Shelley	98,605
Stang, Laurel	86,384
Stasiak, Catherine	94,425
Stasiuk, Scott	61,981
Stauber, Noreen	75,341
Steffensen, Kenneth	51,351
Steinke, Shalila	60,253
Stelmacovich, Sarah	84,494
Stepaniuk, Diane	65,471
Stephens, Dave	86,942
Stephens, Wanda	99,082
Stephenson, Robert	106,300
Sterling, Darlene	67,727
Sterling, Leana	59,012
Stettner, Laura	132,962
Stevens, William	53,781
Stevenson, Danielle	69,526
Stevenson, Megan	58,586
Stevenson, Vida	54,509
Stewart, Cheryl	87,375
Stewart, Crystal	79,704
Stewart, Erynne	82,323
Stewart, Jesse James	64,740
Stewart, Leona	67,824
Stewart, Linda	95,402
Stewart, Lisa	135,510
Stewart, Lois	55,543
Stewart, Pat	112,694
Stewart, Tannis	67,628
Stewart, Theresa	58,177
Stewart Gall, Carrie	70,743
Stimpson, Valerie	61,692
Stinson, Andrea	65,191
Stirr, Fred	99,288
Stirr, Janice	85,942
Stobbs, Janice	74,289
Stocks, Ruth	65,188
Stoll, Donna	54,438
Stopanski, Gregory	66,840
Stoppler, Helen	76,540
Storey, Katherine	91,547
Storozuk, Lynda	66,518
Storrey, Ashley	61,548
Stovra, Jacqueline	83,666
Strachan, Serena	94,103
Stradeski, Jody	51,448
Strain, Lorraine	104,771
Strand, Leslie Anne	76,643
Straub, Elana	83,800
Strawford, Randy	64,952
Straza, Barbara	54,909
Straza, Chelsey	71,925
Straza, Lori	98,094
Streifel, Larry	64,560
Stricker, Barry	102,587
Stricker, Lori	97,474
Stringer, Connie	95,007
Stroh, Janel	57,630
Strudwick, Amy	92,095
Stuber, Arlene	88,229
Stuber, Michael	104,913
Stueck, Colleen	81,575
Stuike, Heather	63,401
Stulberg, Shelley	79,296
Stuttard, Kim	66,200
Styles, Christa	100,235
Sullivan, Linda	63,904
Sullivan, Tracy	50,260
Sulymka, Mark	105,100
Sulz, Linda	122,380
Sumagaysay, Kathylyn	80,412
Sumang, Maria Carmela Theresa	145,546

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Sundholm, Elisa	68,818	Taylor, Tammy	65,058	Todd, Karen	52,095
Sundin, Leslie	105,732	Taylor Miller, Shannon	65,460	Todd, Nicole	64,023
Surkan, John	108,336	Tefera, Tsehaynesh	90,716	Todd, Roberta	106,440
Sutherland, William J	74,075	Temple, Heather	73,187	Toews, Audrey	75,815
Sveinbjornson, Raquel	67,771	Temple, Krista	50,717	Toews, Darlene	67,145
Swab, Elden	81,963	Temple Jones, Jan	69,470	Toffan, Allison	84,133
Swalm, Adam	65,085	Tenoso, Judelene	103,980	Tokaruk, Sandy	103,547
Swan, Louise	94,236	Tetrault, Monique	52,442	Tomczak, Elizabeth	82,069
Sweatman, Elizabeth	104,747	Thain, Linda	114,186	Tomik, Jordan	50,115
Sweeney, Lesley	90,008	Thauberger, Linda	75,461	Tomlin, Louise	58,318
Sweet, Tim	100,345	Thauberger, Lorna	74,838	Tomyk, Wendy	91,993
Swehla, Alison	70,960	Thauberger, Veronica	99,552	Toner, Beryl	104,757
Swerid, Sheila	96,483	Theriault, Lyle	70,261	Tonita, Wendy	86,895
Swift, Laurie	71,624	Therrien, Kristen	82,514	Tonn, Dwight	123,919
Switzer, Heather	106,886	Thiele, Marjorie	130,536	Topal, Jodi	88,497
Sy, Janice	137,288	Thiessen, Whitney	72,714	Toporowski, Randell	68,917
Sykes, Kellie	57,860	Thom, Jackie	67,167	Toppings, Julie	100,834
Symon, Joanne	53,997	Thomas, Chantelle	77,409	Torbin, Ivanna	99,352
Szafron, Susan	59,966	Thomas, Jacob	84,190	Tornberg, Kristy	89,458
Szmutko, Diane	137,777	Thomas, Rhiannon	116,816	Toro Hopkins, Debbie	107,476
Szostak, Barbara	62,953	Thomas Cullen, Lynwen	79,898	Tourond, Lorna	98,260
Tafesse, Fekade	70,529	Thompson, Amanda	53,216	Towriss, Nelson	68,712
Tait, Victoria	95,279	Thompson, Beverly	91,272	Tracy, Kyla	65,009
Talban, Caroline	50,437	Thompson, Lana	77,002	Trail, Linda	61,823
Talbot, Charlene	52,865	Thompson, Pam	57,065	Trail, Robin	73,430
Tallon, Denise	71,193	Thompson, Paula	75,520	Tran, Lynn	123,698
Tallon, Rae Anne	68,010	Thompson, Tammy	95,863	Tratch, Laveena	84,025
Tamayo, Kenny	101,595	Thompson, Vicki	52,318	Traverse, Nicole	53,289
Tamayo, Lesley Ann	108,176	Thomsen, Christina	84,635	Treleaven, Denise	112,893
Tampus, Salud	99,227	Thomson, Deborah	60,535	Treleaven, Shelly	201,875
Tan, Antonieta	51,600	Thomson, Donna	75,188	Trelenberg, Ross	71,347
Tan, Wenzzy	116,199	Thomson, Janelle	76,454	Tremblay, Hugo Rene	59,928
Tan, Yin Yin	71,143	Thomson, Lisa	70,133	Tremblay, Tanis	89,714
Tancrede, Lionel	89,944	Thomson, Meghan	94,829	Trenton Murphy, Christine	97,088
Tangjerd, Angela	96,444	Thorn, Gloria	57,749	Tripe De Roche, Robyn	51,423
Tangjerd, Brad	51,200	Thornhill, Stacy	69,621	Tripp, Darlene	54,450
Tank, Laurie	91,721	Thornhill, Tasha	67,269	Trotter, Carla	65,170
Tanzell, Darren	92,325	Thorp, Leah	99,190	Trotter, Joseph	101,121
Tapp, Angela	81,768	Thurlow, Ronald G	82,312	Troy, Jennifer	52,707
Tardif, Sandra	92,079	Thurmeier, Robin	59,450	Troy Hebert, Barbara	63,559
Tarr, Jonathan	81,511	Tiede, Bruno	105,633	Trudelle, Paulette	62,827
Tarr, Rachel	100,557	Tiglao, Jerome	156,257	Truman, Kevin	74,608
Tarrazona, Judith Maely	115,903	Tiglao, Kathleen	55,027	Truman, Sharon	140,157
Tayco, Ailyn	80,131	Tilley, Lana	69,083	Truman, Stacy	105,414
Taylor, Andrew	99,660	Tillson, Rachel	99,780	Truscott, Trent	150,345
Taylor, Carla	61,023	Timoruski, Abby	81,982	Trytten, Melody	98,080
Taylor, Janet	78,674	Tinani, Naresh	58,009	Tuazon, Maria	86,649
Taylor, Jennifer	116,724	Tippe, Cathy	104,100	Tubello, Graziella	78,416
Taylor, Lynnette	74,296	Tirk, Candace	70,414	Tuchscherer, Laura Lee	114,589
Taylor, Martha	94,772	Tittle, Larry	66,160	Tucker, Matthew	54,013
Taylor, Shelley	96,338	Titus, Agnes	129,530	Tuff, Eileen	76,249
Taylor, Tami	131,079	Tkatch Melle, Chrisinda	86,450	Tulloch, Lori Jean	125,069

Appendix C: Payee List

Individual	Payment	Individual	Payment	Individual	Payment
Tumac, Alison	84,800	Vandesype, Jennifer	69,470	Waffle, Kristy	61,950
Turlock, Nicole	67,869	Vandevorst, Raymond	143,784	Wagner, James	54,359
Turnbull, Dianne	94,432	Vanluven, Danielle	58,101	Wagner, Jennifer	67,624
Turner, Dale	93,882	Vanparys, Bev	83,588	Wagner, Myrna	117,169
Turner, Gina	93,653	Vanstaden, Natalie	64,123	Wagner, Rosemary	92,259
Turner, Patricia	54,806	Vanvliet, Paulette	59,807	Walchuk, Holly	77,133
Turner, Tina	56,966	Varga, Devin	55,300	Walchuk, Kaye	71,216
Turtle, Michelle	78,447	Varga, Melissa	73,313	Walczykowski, Hanna	92,790
Turton, Marie	53,016	Vargas, Cecilia	71,916	Wald, Irene	92,919
Tuttle, Megan	101,409	Vargo, Troy	53,262	Waldal, Avery	83,168
Twardowski, Samantha	84,793	Varin, D Brian	68,156	Waldbauer, Cheryl Anne	88,126
Tyler, Brenda	60,887	Vasquez, Marevel	129,696	Waldegger, Janis	51,775
Tymchyshyn, Robert	68,486	Vatamaniuck, Lisa	63,846	Walker, Andrea	57,282
Tyrer, Diane	81,215	Vaughan, Maggie	76,683	Walker, Dianne	52,986
Uhren, Linda	103,235	Vaxvick, Annette	109,277	Walker, Donna	104,170
Uhrich, Donna	94,957	Vaxvick, Kevin	90,638	Walker, Lucinda	68,496
Uhryn, Korin	97,684	Vegunta, Krishna	81,270	Walker, Megan	88,675
Ulatan, Lilibeth	54,732	Velasco, Maricar	114,028	Walker, Sharon	80,781
Uleryk, Agnes	65,483	Velasco, Melville True	113,751	Walker, Sheryl	87,408
Ulmer, Amanda	75,253	Velecky, Laura	77,535	Wall, Lorenne	52,192
Ulmer, Erin	72,187	Velestuk, Debbie	99,939	Wallace, Brenden	104,771
Ulmer, Michalene	105,900	Velestuk, Margaret	80,527	Wallman, Sharon	64,448
Ulmer, Sharon	68,892	Velonta, April	94,802	Walraven, Margaret	73,241
Ulrich, Stacey	59,644	Venaas, Amber	53,523	Walter, Douglas	61,672
Underhill, Kristin	63,399	Venables, Natasha	75,814	Walter, Jacquelin	57,686
Underhill, Wanda	64,133	Verville, Francoise	73,481	Walters, Valeria	90,943
Undseth, Kathy	92,657	Verville, Lorraine	71,514	Wan, Rex	99,751
Unick, Lesley	61,105	Vicente, Jobel	140,824	Wanner, George	91,494
Unser, Debbie	80,139	Vickers, Kim	77,775	Ward, Heather	68,974
Upshall, Donna	106,572	Villaflores, Nancy	91,392	Ward, Rebecca	69,562
Urbaniak, Patty	75,948	Villafuerte, Jenniffer	69,750	Warde, Gail	91,917
Urbiztondo, Arnel	90,052	Vindevoghel, Heather	68,468	Wark, Judy	64,457
Ursulescu, Sandy	75,197	Vinluan, Rolivette	120,523	Warkentin, Joyce	69,470
Usick, Len	70,216	Vipond, Peggy	66,060	Warren, Shannon	75,772
Uy Tina, Tettet	114,927	Virani, Azmeena	82,480	Wass, Patricia	82,915
Valcourt, Lindsey	67,718	Virtue, Alison	101,030	Wasylenko, Tim	50,013
Valenzuela, Sheryl	94,334	Vogel, Venessa	84,381	Wasylyshyn, Dave	104,604
Valera Rodil, Jocelyn	63,911	Vogt, Michele	145,365	Waters, Allyson	53,917
Valimaki, Anna	89,714	Vollman, Arlyce	76,927	Waters, Christina	82,188
Vall, Teresa	96,995	Vollman, Tracy	81,381	Waters, Kim	90,978
Vallee, Colleen	91,385	Vongkhaophet, Jennifer	72,585	Watkins, Michelle	96,070
Valley, Scott	79,283	Vongphit, Souvannara	67,522	Watsemwa, Nesita	60,652
Valmeo, Imelda	80,903	Voss, Arletta	86,347	Watson, Barb	86,152
Van De Sype, Randy	53,762	Voss, Kim	76,250	Watson, Tamora	56,178
Van De Vorst, Pamela	94,454	Voss, Linda	68,183	Watts, Brittney	94,643
Vanbuekenhout, Guy	99,360	Vuksic, Christina	174,827	Waugh, Lisa	63,565
Vancaeseele, Kim	90,437	Vye, Lorissa	67,062	Wawro, Susan	95,444
Vance, Lisa	71,066	Wacker, Alexia	76,424	Way, Michelle	79,078
Vandamme, Debra	64,202	Wacker, Linda	111,835	Weatherbee, Sarah	80,201
Vanderlaan, Giles	69,712	Wade, Carla	87,465	Webb Young, Geraldine	116,634
Vanderveer, Esther	89,338	Wadhawan, Amandeep	58,709	Weber, Jennifer	56,679
Vandervelden, Lois	135,921	Wadsworth, Mary	56,146	Weber, Maureen	70,606

Appendix C: Payee List

Individual	Payment
Weflen, Kerrie	83,833
Weimer, Laura	81,864
Weinberger, Annette	90,954
Weinberger, Tanya	90,916
Weinmaster, Marilyn	90,519
Weir, Dawn	93,863
Weir, Louise	115,889
Weisbeck, Erin	92,533
Weisbeck, Stacey	79,005
Weisbrod, Myrna	104,771
Weisbrod, Nichole	66,213
Weisbrodt, Shirley	69,996
Weisgarber, Maureen	111,041
Weisgerber, Karen	106,847
Weiss, Megan	67,680
Weisshaar, Andrea	52,715
Weisshaar, Glenys	96,008
Wekerle, Carla	104,749
Wekerle, Robert	95,761
Welder, Colette	55,283
Welder, Erin	102,384
Welder, Gary	50,001
Wells, Christian	81,159
Wellsch, Erin	89,412
Welsh, Audra	67,232
Wendel, Brenda	58,454
Wendel, Tenneille	83,987
Wenger, Amanda	77,058
Wentz, Maureen	94,867
Wentzell, Cindy	75,570
Wesdyk, Elsie	63,021
Wessley, Carla	78,845
West, Erin	88,018
West, Fred	75,659
West, Janet	67,912
West Johnson, David	115,738
Westby, Kevin	64,404
Westby, Sherri	61,439
Westgard, Jennifer	58,429
Wetherill, Erin	69,410
Wharf, Pamela	51,337
Wharton, Tammy	105,673
Wheatley, Brittani	74,403
Whelpton, Susan	91,971
White, Barbara	80,545
White, Braden	74,374
Whitebear, Tanya	67,817
Whiteman, Peter	103,023
Whiting, Celine	100,947
Whiting, Patricia	92,318
Whitrow, Rodney	109,454
Whitteker, Patricia	78,798
Wiebe, Margaret	99,675
Wiebe, Sharon	78,271
Wiens, Nicole	79,898
Wiest, Nicole	72,214
Wiest, Roberta	115,247
Wiest, Traci	91,687
Wihlidal, Benjamin	85,884
Wihlidal, Cara	77,268
Wihlidal, Comena	55,655
Wilcox, Bradley	69,415
Wild, Karen	65,884
Wilde, Edna	97,157
Wilde, Rita	90,442
Wiley, Robert	76,295
Wilkie, John	85,390
Wilkie, Kristin	59,347
Wilkie, Linda	56,400
Wilkinson, Lana	70,725
Wilkinson, Lorna	95,815
Wilkinson, Wendy	58,353
Williams, Cara	76,963
Williams, Jason	131,572
Williams, Joan	55,238
Williams, Laura	75,911
Williams, Linda	107,258
Williams, M T Marie	50,375
Williams, Marian	90,015
Williams, Rebecca	63,096
Williams, Tamara	50,128
Williams, Timothy	69,553
Williamson, Brenda	60,706
Williamson, Jacquelin	70,020
Williamson, Lori	62,531
Willway, Verity	95,960
Wilmot, Jane	107,822
Wilms, Els	62,427
Wilson, Barbara	92,266
Wilson, Beverly	85,431
Wilson, Donald	99,288
Wilson, Donna	126,589
Wilson, Jay	90,545
Wilson, Joyce	102,526
Wilson, Kate	94,216
Wilson, Pamela	55,273
Wilson, Scott	64,549
Wilson, Tracey	91,457
Wilson Schwabe, Sherri	84,473
Wilton, Suzanne	75,574
Wiltse, Marcia	52,464
Winchester, Shawna	68,156
Windsor, Gwen	79,280
Windsor, Kent	74,052
Wing, Jennifer	76,873
Winichuk, Shawna	63,546
Winkel, Tanya	103,778
Winnicki, Brenda	53,356
Wirsche, Kristen	87,458
Wirth, Donna	85,584
Wirth, Kayla	83,582
Wirth, Kristen	59,207
Wirth Hudson, Jasmin	75,806
Wirtz, Brenda	98,458
Wise Klein, Daphne	84,486
Wisner, Connie	55,149
Wisniewski, Krysta	104,210
Wiszniak, Debra	112,985
Witt, Raylene	95,958
Wizniak, Margaret	60,237
Wobben, Nicolaas	83,793
Woiken, Gwen	58,534
Wolf, Lee	113,320
Wolfe, Lesley	76,912
Wolfe, Quynn	63,591
Wolfe, Robert	100,216
Wolfe, Tanya	102,120
Wollbaum, David	78,878
Wong, Elsie	112,132
Wong, Katty	99,724
Wong, Rishelle Kei	89,073
Wonnek, Linda	56,294
Wonsul, Anita	56,860
Wood, Audrey	54,113
Wood, Denni	55,700
Wood, Melanie	80,365
Wood, Melissa	83,998
Wood, Sharon	63,218
Woodroffe Brown, Ngaire	115,129
Woolhether, Allan	54,577
Woolhether, William	59,739
Workman, Lisa	69,037
Wourms, Allan	66,838
Woycik, Kimberly	81,106
Woycik, Wyatt	102,562
Wright, Donna	115,526
Wright, Elaine	66,978
Wright, Garth	148,389
Wright, Jessica	77,013
Wright, Loreli	56,516
Wright, Vera	92,796
Wrobel, Lorna	99,208
Wyatt, Karen	63,640
Wyatt, Marnelle	50,128
Yabut, Norvelyn	89,992
Yake, Bonnie	71,153

Appendix C: Payee List

Individual	Payment
Yambao, Jenny	124,045
Yang, Tracey	79,521
Yanga, Larrissa	82,172
Yates, Sheila	104,771
Yeager, Lianne	57,893
Yee, Barry	54,863
Yee, Betty	86,240
Yee, Jameszene	53,153
Yee, Julie	85,503
Yee, Michelle	82,547
Yee, Raymond	103,797
Yeo, Nicole	61,531
Yeung, Teresa	58,598
Yole Merasty, Natanis	82,147
Yoner, Vincent	57,553
Youck, Cathy	50,900
Young, Amy	83,901
Young, Bonnie	73,521
Young, Dale	99,284
Young, Joanne	75,234
Young, Linda	53,264
Young, Neil	92,103
Young, Nerissa	81,003
Young, Tami	51,294
Yu, Ava	80,455
Yung, Angela	71,888
Yurkiw, Brandie	80,818
Zabiaka, Sharon	70,061
Zacharias, Dellis	73,479
Zaiser, Juanita	95,515
Zamayla, Conie	52,216
Zamora, Ernesto Brix	128,009
Zarusky, Wanda	103,100
Zawislak, Darlene	99,752
Zdunich, Brenda	95,078
Zech, Ken	61,672
Zelada, Lilyans	94,153
Zeleny, Lisa	66,872
Zelinski, Joyce	54,766
Zelionka, Karla	65,524
Zemlak, Karen	64,984
Zerff, Terry	59,739
Zerr, Mollyann	73,426
Ziefflie, Lauren	66,624
Ziffle, Shannon	70,073
Zigante, Nerina	106,361
Zimmer, Douglas	55,052
Zimmer, June	86,787
Zimmer, Lenore	56,169
Zimmer, Martine	90,782
Zimmermann, Jill	83,898
Zinger, Erwin	78,793
Zinkhan, Linda	104,771
Zinn, Tammy	71,926
Zitta, Elizabeth	65,101
Zitta, Rosalia	109,779
Znidaric, Laura	70,364
Zorn, Gail	90,457
Zorn, Megan	91,425
Zotzman, Sonja	50,862
Zuck, Adrienne	89,103
Zulyniak, Lori	103,362
Zuniega, Katrina Malou	106,885
Zurburg, Lisa	70,629
Zwack, Jeffrey	68,618

Supplier Payments

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, communications, contracts and equipment

Supplier	Payment
101025261 Saskatchewan Ltd. (c/o Pakwa Park Holdings)	65,096
101027726 Saskatchewan Ltd. (c/o Hipperson Construction)	426,472
101050094 Saskatchewan Ltd. (c/o C.G.P. Services)	220,500
101140166 Saskatchewan Ltd. (c/o Newwest Enterprise Property Group [Sask] Inc.)	95,221
1534230 Alberta Inc. (c/o GARX Computers)	145,819
1621 Albert Street Development Corp.	1,836,650
393032 Alberta Ltd. (c/o Tamarix Developments Inc.)	149,258
3M Canada Inc.	63,610
Abbott	2,152,100
Abuhjar, Dr. Abdussalam	62,242
Access Communications	100,729
Accreditation Canada	212,393
Acklands Grainger	272,586
Adam, Dr. Suleman	440,554
Advantage Medical Professional Corporation	477,116
AGFA Healthcare Inc.	123,770
Akin, Dr. Suzan	66,399
Akinbiyi, Dr. A.	56,189
Al Agha, Dr. Osama	351,709
Alcon Canada Inc.	850,691
Alere Inc.	105,092
All Sask Coffee Services Inc.	150,826
Allergan Inc.	89,533
Alliance Energy Ltd.	1,395,816
Alsask Lock Shoppe	54,435
Alshrif, Dr. Moustfha	52,091
American Medical Systems	135,191
AMO Canada Company	790,867
AMT Electrosurgery	815,155
Anderson House Inc.	76,245
Anixter Canada Inc.	157,081
Arch Transco Ltd.	129,714
Arjohuntleigh	726,387
Arnold Medical Professional Corporation	400,746
Arthrex Inc.	64,022
Aspe Lucero, Dr. Carlos	371,564
Associated Asbestos Abatement Ltd.	50,133
Associated Health Systems	276,102
B & R Holdings Inc.	100,377
Baker Baker & Gayton	60,922
Bard Canada	749,126

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Supplier	Payment
Baxa Corporation	191,867
Baxter	3,126,570
Bear, Winston	105,929
Beckman Coulter Canada Inc.	719,646
Becton Dickinson	198,288
Bennett Dunlop Ford Sales Ltd	79,053
Bhargava, Dr. R.	51,579
Bio Rad Laboratories Canada Ltd.	249,694
Biomed Recovery & Disposal	570,568
Biomerieux Canada Inc.	572,326
Biomet Canada Inc.	147,841
BioPacific Diagnostic Inc.	59,022
Biotronik Canada Inc.	92,000
Bles Biochemicals Inc.	62,438
Boan, Dr. Jarol	58,589
Bomimed Inc.	228,795
Booker, Dr. Jeff	64,565
Borderland Co-operative Ltd.	52,750
Boston Scientific Corporation	1,953,563
Bowers Medical Supply Co.	117,201
Bracco Imaging	407,900
Brenda R. Hildebrandt Law Office	82,969
Briggs, Dr. Martha	83,728
BSN Medical Inc.	87,732
Bunzl Canada	1,058,246
Burlodge Canada Inc.	899,353
Buwembo, Dr. J.	51,584
CADD:FM Management Services Ltd.	54,838
Caltec Flooring Ltd.	80,850
Can Med Healthcare	991,462
Canada Microsurgical Ltd.	218,766
Canadian Hospital Specialties Ltd.	145,410
Capital District Health Authority	90,201
Cardinal Health Canada	6,993,452
Cardiomed Supplies Inc.	59,842
Carefusion Canada 302 Inc.	383,956
Carestream	139,154
CaridianBCT Canada Inc.	187,767
Carl Zeiss Canada Ltd.	128,233
Carson, Dr. G.	57,483
Cassandra Klassen Consulting	80,498
CCR Construction Ltd.	674,070
Centennial Foodservice	367,517
Certified Plumbing & Heating	121,744
Chapman, Bonnie	50,192
Chip and Dale Homes Inc.	66,780
Chittronics	1,243,469
Christie Consulting Inc.	128,348
Christie Mechanical	528,662
Cisco Systems Capital Canada Co.	311,603
Citagenix Inc.	390,664
Citrix Systems Inc.	91,499
Cityview Properties	161,398
Clarion Medical Technologies	55,902
Clein, Dr. Lawrence J.	67,330
Coca Cola Bottling Ltd.	113,448
College of American Pathologists	58,704
Commercial Alcohols Inc.	101,898
Commissionaires Saskatchewan	221,308
CompuCom Canada Co.	926,737
Computrition Inc.	61,050
Conmed Linvatec	643,443
Conquest Imaging	98,100
Convatec Canada	120,097
Cook (Canada) Inc.	1,562,372
Coolican, Thomas	54,750
Cormark Accommodations	59,876
Coronet Equipment Ltd.	101,188
Corporate Express Canada Inc.	1,425,775
Coruzzi, Dr. James	252,367
Cosmopolitan Learning Centre Inc.	54,058
Coutts Courier Company Ltd.	409,346
CPDN #3130827 Canada Inc.	2,767,145
Crane Supply	155,522
Crestline Coach	219,797
Croft Planning & Design	112,137
Crown Filing Systems	124,126
Crown Shred and Recycling	61,148
Custom Water Ltd.	126,992
Cypress Health Region	65,144
Dafco Filtration Group	72,641
Damodharan Psychiatric Services PC Inc.	433,572
Dawsco Services Ltd.	214,300
De Lage Landen Financial Services Canada Inc.	94,338
De Lange, Dr. Hendrik	338,703
Dehghani, Dr. Payam	56,743
Demand Janitorial Equipment Repair	60,793
Denis Jones Medical Prof. Corp.	163,762
Denson Commerial Food Equipment Inc.	264,288
Depuy (Canada) Ltd.	216,197
Devaraj, Dr. R	78,432
Diasorin Inc.	106,548
Direct Integrated Transportation	93,045
DJO Canada Inc	119,208
DLGL Ltd.	454,209
Do All Floors Ltd.	105,437
Donna L Ledingham Medical Prof. Corp.	315,274
Dr Hugo Van Rooyen Medical Prof. Corp.	393,347
Dr P Ruthnum Medical Prof. Corp.	109,078
Dr. A. Kielly Medical P. C. Inc.	250,176
Dr. A.P. Meyer Medical Prof. Corp.	468,204
Dr. Alexander Wong Medical Professional Corporation	283,201
Dr. Alhayki Medical Prof. Corp.	527,466

Appendix C: Payee List

Supplier	Payment
Dr. Allison Crichlow Medical Prof. Corp.	112,278
Dr. Amer Khalifa Medical Professional Corp.	58,132
Dr. Angela Poole Medical Professional Corp.	52,672
Dr. Angus David Kirby Medical Prof. Corp.	553,311
Dr. Bakul Deb Medical Prof. Corp.	275,374
Dr. C.R. Houlie Medical Prof. Corp.	505,839
Dr. Charles W. Kowalski Medical Prof. Corp.	405,686
Dr. Corrine Jabs Medical Prof. Corp.	92,569
Dr. D. Korol Medical Prof. Corp.	236,537
Dr. D.J. McCarville Vascular Surgeon Prof. Corp.	607,276
Dr. David Kopriva Medical Professional Corporation	598,453
Dr. E. A. Mohammed M.D. Prof. Corp.	59,752
Dr. Edward Patterson Medical Prof. Corp.	578,717
Dr. Glenda Kaban Medical Prof. Corp.	209,534
Dr. Glenn Ollenberger Prof. Corp.	1,002,883
Dr. J. P. Rossouw Medical Prof. Corp.	493,909
Dr. J. Stewart McMillan Medical Professional Corp.	121,132
Dr. Jennifer Hilton Medical Professional Corp.	52,580
Dr. Jeremy D. Fitzgerald Medical Prof. Corp.	373,213
Dr. Joan Baldwin Medical Professional Corporation	94,077
Dr. Joanna Smith Medical Prof. Corp.	114,353
Dr. Johan Vlok Med. Prof. Corp.	56,677
Dr. John Alport Medical Professional Corporation	311,541
Dr. K. Reddi Medical Professional Corp.	379,395
Dr. Kathy J. Ferguson Medical Prof. Corp.	382,063
Dr. Kumaravel Pillay Medical Prof. Corp.	545,782
Dr. Lane Rathgeber Medical Prof. Corp.	364,112
Dr. Linda Emslie Medical Professional Corp.	344,958
Dr. Lourens Blignaut Medical Professional Corp.	137,317
Dr. Malcolm Leon Medical Professional Corp.	68,703
Dr. Mark Cherry Med. Professional Corporation	134,210
Dr. Michael Lang Medical Professional Corp.	170,035
Dr. Nasimbanu Alibhai Medical Professional Corp.	121,282
Dr. Natarajan Medical Prof. Corp.	523,053
Dr. Nosakhare Ikpomwosa Gbinigie Medical Prof. Corp.	103,679
Dr. Ole Rasmussen Medical Prof. Corp.	362,124
Dr. Omar Sultan Medical Professional Corporation	88,410
Dr. Patel's Medical Professional Corporporation	194,552
Dr. Paul Schwann Centre	90,290
Dr. Peti Medical Prof. Corp.	282,400
Dr. Potgieter Medical Professional Corporation	407,558
Dr. Potgieter Medical Professional Corporation	99,206
Dr. Prakash C Patel Medical Professional Corp.	60,025
Dr. R H Abdulla Medial Prof. Corp.	202,861
Dr. R. Varma Medical Prof Corp	86,460
Dr. R.E. Nesbitt Medical Prof. Corp.	181,926
Dr. Randall Radford Medical Prof. Corp.	470,675
Dr. Ratheesh Nair Medical Prof. Corp.	81,541
Dr. Raul Garcia Medical Professional Corporation	108,318
Dr. Reynoldo Cardoso Maternal - Fetal Medicine & Gynecology P.C. Inc.	59,597
Dr. Rodney Zimmermann Medical Professional Corp.	50,121
Dr. Ron Taylor Medical Prof. Corp.	305,489
Dr. Ryan Lett Medical Prof. Corp.	103,568
Dr. S C Bester Medical Prof. Corp.	121,382
Dr. S C Petryk Medical Prof. Corp.	204,407
Dr. S Haque Medical Prof. Corp.	286,292
Dr. S Vuksic Medical Prof. Corp.	82,132
Dr. Sanjay Jacob Medical Prof. Corp.	601,383
Dr. Stephen Korkola Cardiac Surgical Prof. Corp.	78,897
Dr. Terrance A. Ross Med. Prof. Corp.	364,627
Dr. Thamilvaanan Medical Prof. Corp.	591,257
Dr. Timothy Rosser Medical Prof. Corp.	135,991
Dr. V.K. Patel Medical Prof. Corp.	506,112
Dr. Verna Scott Med P.C. Inc.	677,409
Dr. Vijay Trivedi Medical Professional Corp.	1,001,762
Dr. Warren Dufour Medical Prof. Corp.	71,475
Dr. Y Abu-Ghazaleh Medical Professional Corp.	175,986
Draeger Medical	254,335
Duffy, Dr. P. J.	79,663
Ebsco	354,852
Eclipsys Solutions Corporation	84,468
Ecolab Ltd.	150,972
Eden Textile	61,659
Education Management Solution Inc.	148,249
Edward C. Alport Medical Prof. Corp.	848,804
Edwards Lifesciences (Canada) Inc.	380,184
Eecol Electric (Sask) Ltd.	193,494
eHealth Saskatchewan	639,300
Eisa Medical Prof. Corp.	548,916
Ene, Dr. M.	58,028
EPIC Information Solutions	763,093
Equinox Specialty Products Inc.	50,664
Eric Le Roux Medical Prof. Corp.	579,651
Essalah, Dr. A.	289,309
EV3	69,618
Evolution Presentation Technologies	193,896
Fact Computers	204,494
Fahlman, Dr. Nicole	169,277
Falkenberg, Dr. Konnie	357,250
Farnorth Sales Association	251,020
FedEx	75,472
Ferring Inc.	59,151
First Databank Inc.	65,111
Fisher Scientific Ltd.	518,770
Five Hills Health Region	70,391
Flynn Canada Ltd.	205,795
Fraser Health	97,315
Fresenius Medical Care Canada	603,375
Fries Tallman Lumber (1976) Ltd.	120,596
Futuremed Health Care	905,558
Gamma Dynacare Medical Lab.	3,145,946
Ganshorn, Dr. K.	136,352
Gavin Jones Medical Professional Corporation	625,473

Appendix C: Payee List

Supplier	Payment
GE Healthcare Canada Inc.	3,907,771
Gen-Probe Incorporated	55,532
Gerbrands Medical Prof. Corp.	228,024
Gerry's Automatic Transmission Ltd.	94,313
Getinge Canada Ltd.	259,560
Ghaniabadi, Dr. D.	326,128
Ghumman, Dr. T.	122,727
Gibbings, Dr. E.	58,152
Giesinger, Dr. Carolyn	74,506
Glaxosmithkline Inc.	248,470
Goodfeather, Velma	55,482
Grand & Toy Technology	95,537
Haemonetics Corp.	113,175
Hanson, Dr. Johnathon	382,829
Health Care Leaders Association of British Columbia	57,216
Healthmark Ltd.	296,007
Hewlett Packard (Canada) Ltd.	134,946
Hipperson Construction	566,018
HIROC Management Ltd.	566,018
HJ Linnen	152,399
Hobeika, Dr. S.	52,091
Holmes, Dr. S. B.	235,290
Hologic Limited Partnership	583,872
Hospira Healthcare Corporation	4,898,632
Hospitals of Regina Foundation	159,807
Huisamen, Dr. Charles	195,636
Humboldt Electric Ltd.	205,218
HVDM Medical Prof. Corp.	551,488
IBM Canada Ltd.	267,518
ICR Property Management	112,442
Ijaz, Dr. Mohammad	71,570
Independent Choice Distribution	178,916
Industrial Safety International	99,128
Infor Global Solutions Inc.	210,144
Inland Audio Visual	63,457
Innova Medical Ophthalmics Inc.	142,798
Ino Therapeutics	209,136
Inter Medico	189,189
Inter V Medical Inc.	222,989
Intergraph Canada Ltd.	484,405
Ishaan Sundar Medical Prof. Corp.	556,306
Islam, Dr. M.	54,432
Island Corporation	154,548
J. Burnett Consulting	82,138
J.G. Van Der Merwe Anesthesiology P.G. Inc.	91,771
Jacobsz, Dr. Nicky	341,056
Jamison, Dr. Brad	375,937
Jane Arthur Medical Prof. Corp.	496,089
Jayaprakash Medical Prof. Corp.	577,872
Jeena, Dr. Vinesh	82,096
Jeffrey Betcher Medical Prof. Corp.	142,978
Johan Delport Medical PC. Inc.	488,148
John Tsang Medical Prof. Corp.	100,699
Johnson & Johnson	6,869,918
Jordan Velestuk Medical Prof. Corp.	318,552
Joy Dobson Medical Prof. Corp.	62,124
Jubilant DraxImage Inc.	59,883
Juri Van Staden Medical Prof. Corp.	290,305
K. Saczek Medical Prof. Corp.	74,734
Kamencic, Dr. Huse	67,708
Karl Storz Endoscopy Canada Ltd.	385,573
Karunakaran, Dr. Kumudhini	65,648
Kasipillai, Dr. G. A. L.	126,283
KCI Medical Canada	307,082
Keir Surgical Ltd.	81,351
Kilmury, Dr. Alana	192,814
kmpLaw	58,110
Kone Inc.	124,876
KPMG, LLP	96,427
Kress Electric	293,057
Kukha-Mohamad, Dr. S.	70,898
Labtician Ophthalmics Inc.	103,017
Labuschagne Medical Prof. Corp.	813,062
Lac-Mac Ltd.	75,070
Lantheus MI Canada Inc.	318,781
Laursen, Dr. B.	121,257
Lavoie, Dr. Andrea	52,362
Le Maitre Vascular, Inc.	85,966
Leibel, Dr. S. M.	91,178
Leica Microsystems Canada Inc.	525,277
Lifecell Canada	65,603
Linvatec Canada	394,261
Lionel Medical Professional Corporation	394,730
Lissel, Scott Neville	189,783
Login Brothers Canada	103,024
Loraas Disposal Service Ltd.	209,310
Lotz, Dr. Heloise	195,525
Louis Huisamen Medical Prof. Corp.	106,497
Lush Lawn Ltd.	114,562
Lwanga, Dr. S.	62,618
M. F. Heroux Medical P.C. Inc.	359,292
MacPherson Leslie & Tyerman LLP	398,017
Macquarie Equipment Finance Ltd.	202,478
Mang, Dr. Annabelle	96,237
Mann, Dr. S. S.	64,136
Manrex Ltd.	71,235
Maquet-Dynamed Inc.	493,102
Marsh Canada Ltd.	497,715
Maslany, Dr. Jurgen	113,663
Mazamisa, Dr. Vusi	271,345
McAllister, Dr. O.	97,598
McArthur Medical Sales Inc.	66,842
McBain Dr. Joelle	67,774
McDougall, Dr. R.	54,204

Appendix C: Payee List

Supplier	Payment
McKesson Canada	6,532,612
McKesson Information Solutions	249,279
McNair Business Development Inc.	180,993
Med2020 Health Care Software Inc.	73,049
Medela Inc.	71,759
MEDIchair Ltd.	135,191
Medi-Fax Canada Inc.	398,475
Med-I-Pant Inc.	127,425
Meditek	179,913
Medrad International Ltd.	199,350
Medtronic of Canada Ltd.	8,764,085
Mehmood Anesthesiology Associates P. C. Inc.	126,376
Melcor Developments Ltd.	198,314
Merck Frosst Canada Ltd.	288,864
Messer, Dr. C. J.	60,323
MicroAge Computer Centre	924,653
Miller Thomson	213,937
Milne, Dr. Ardyth A.	104,656
Minister of Finance	1,872,450
Minnaar Medical Prof. Corp.	407,451
Mohtashami, Dr. Fariba	60,566
Mollison, Dr. Heather	60,099
Moore Canada	148,962
Morguard Corporation	1,018,696
Moustapha, Dr. A.	79,548
Muftah, Dr. Abdalla	51,376
Mylan Pharmaceuticals ULC	60,000
Nalco Canada Co.	205,948
Namtex Canada Inc.	50,253
Neps, LLC	110,771
Newton, Dr. M. P.	163,983
NewWest Enterprise Property Group	54,601
Nordion Canada Inc.	85,481
Norman, Dr. Carol	60,273
Novartis Pharmaceuticals Canada Inc.	932,738
Nuance	223,426
Ogrady, Dr. M.	154,177
OK Boiler Service Inc.	65,340
Olympus Canada Inc.	2,414,194
Omni Facility Services Canada Ltd.	282,538
Omni Surgery Centre	1,637,212
Omni-Med	63,498
Onasanya, Dr. O.	59,978
One Stop Vacuum Centre	145,085
Oracle Canada ULC	258,558
Ortho Active Appliances	54,470
Ortho Clinical Diagnostics Inc.	181,366
Orto Ped	209,700
Ossur Americas Inc.	61,215
Ossur Canada Inc.	212,907
Otto Bock Healthcare Canada Ltd.	213,660
Oxoid Inc.	145,011
P3 Architecture	142,866
Pakwa Park Holdings Ltd.	88,905
Paul C. Chang Medical Prof. Corp.	157,229
PC Place Ltd.	94,064
PCL Construction Management Inc.	3,518,015
Pebane, Dr. Bright	342,737
Pebane, Dr. Don	421,634
Pentax	130,123
Percy H. Davis Ltd.	59,229
Peters, Catherine	79,460
Pharmacists Association of Saskatchewan	172,242
Philips Healthcare	2,707,174
Phonak Canada Ltd.	306,353
Pierre Pepler Medical Prof. Corp.	264,789
Pieter Muller Medical Prof. Corp.	522,847
Pillay, Dr. P.	51,446
Pioneer Village Pharmacy	222,297
Pipestone Kin-Ability Centre Inc.	222,545
Plains Medical Clinic PC Ltd.	154,773
PlanetClean	68,203
Prairie Distributors	153,236
Praxair Canada Inc.	174,148
Praxis Consulting Ltd.	66,301
Precise Temp Refrigeration Ltd.	90,519
Primed Canada Inc.	107,464
Pro Metal Industries Ltd.	104,065
Procura	144,944
Provincial Health Services Authority	68,023
Provincial Medical Supply	340,547
Purolator Inc.	123,907
Radiology Associates of Regina Medical P.C. Inc.	19,510,808
Radiometer Canada	154,224
Rahman, Dr. Asad	248,452
Rainville, Lisa	67,750
Rao, Dr. Jagadish	93,195
Regina & District Food Bank Inc.	52,294
Rehman, Dr. Habib	76,266
Reliable Heating and Cooling Ltd.	114,095
Reliable Security and Controls	76,257
Resolveit Solutions	56,022
Revenue Canada	110,183
Rhonda Zwack Medical Prof. Corp.	80,746
Ritenburg & Associates	51,342
RK Holding Corp.	121,989
Robert J. Horner Medical Prof. Corp.	456,797
Robin Hughes Medical Prof.Corp.	358,038
Roche Diagnostics	770,414
Rodwan, Dr. Kahled	53,181
Roxon Medi-Tech Inc.	99,505
Rude, Darlene	74,905
Rudovich Medical Professional Corp.	470,551
Russell Food Equipment Ltd.	114,890

Appendix C: Payee List

Supplier	Payment
Ryan Consulting Services Inc.	168,190
Salus Global Corporation	68,278
Sammons Preston Canada Inc.	118,807
Sanofi Pasteur Ltd.	144,615
Saputo Foods Ltd.	244,214
SaskEnergy Inc.	2,201,781
SaskPower Corporation	6,126,593
Saskatchewan Association of Health Organizations	5,388,381
Saskatoon Health Region	548,516
Saskatoon Trading Company Ltd.	103,092
SaskTel CMR	3,135,452
SCC Soft Computer	371,579
Schaan Healthcare Products	7,070,795
Schoeman, Dr. S.	88,926
Seaman, Dr. Jennifer	95,448
Seibel, Dr. Deborah	62,839
Sepracor Pharmaceuticals Inc.	137,222
Sharman, Dr. M.G.	96,631
Shaw, Mike	240,282
Shazia Inayat Medical Professional Corporation	366,280
Shepherd, Dr. D.	75,625
Shoppers Home Health Care	111,952
SIAST Wascana Campus	101,346
Siemens Canada	260,927
Siemens Hearing Instruments Ltd.	139,486
Slabbert, Dr. J.	93,602
Smith & Nephew Surgical	703,145
Smith, Dr. Sheila	290,401
Smiths Medical Canada Ltd.	608,074
Somagen Diagnostics	554,978
Sonosite Canada Inc.	256,289
Soper, Dr. Juliet	136,843
Sorin Group Canada Inc.	577,211
Source Office Furnishings	414,088
St. Jude Medical Canada Inc.	558,872
Stantec Architecture Ltd.	301,755
Stantec Consulting Ltd.	609,124
Starkey Labs - Canada Co.	205,817
Steris Canada Ltd.	330,961
Stryker Canada LP	4,002,996
Success Office Systems	65,574
Sun Country Health Region	53,796
Suncor Energy Products Partnership	230,968
Sunil V. Khaladkar Medical Prof. Corp.	114,102
Sunovion Pharmaceuticals Canada Inc.	243,784
Sunrise Health Region	59,137
Superblinds & Draperies	66,863
Supreme Office Products Ltd.	284,082
Surgical Products Specialties	65,441
Swart, Dr. P. J.	470,423
Synergetics Inc.	75,097
Synthes (Canada) Ltd.	920,500
Sysco	6,017,812
T & B Electric Ltd.	65,628
Takl Medicine Professional Corporation	405,784
Taylor, Greg	50,282
Teleflex Medical LP	401,367
Telus Health Solutions	139,754
The Alport Family Trust	64,120
The Herjavec Group Inc.	92,009
The Lifemed Group Inc.	304,188
The Stevens Company	1,831,471
Theo Le Roux Med Prof. Corp.	111,879
Thomson Reuters Healthcare Inc.	59,803
Thyssenkrupp Elevator	55,740
Tiann F. A. O'Carroll Medical Prof. Corp.	372,522
Toshiba Business Solutions	796,235
Towers Ltd.	50,275
Translogic Ltd.	173,250
Tribe Medical	52,989
Tricific Enterprises	60,714
Trudell Medical Marketing Ltd.	325,015
Tyco Healthcare Group	3,884,683
Umedic	103,000
Umuthi Medical PC Inc.	575,728
Unisource	375,219
University of Regina	72,193
University of Saskatchewan	80,371
University of Toronto	128,289
Van Der Watt, Dr. Leon	391,768
Van Des Accessible Transit Inc.	107,777
Vantage Endoscopy	554,815
Verathon Inc.	58,949
Vipond Fire Protection Inc.	50,165
Vital Aire	523,241
Vorster, Dr. B.	521,366
VWR International	237,104
W L Gore & Associates Canada Inc.	120,766
Walters Industrial Mechanical	222,895
Warner Industries Ltd.	174,889
Waterford Global Inc.	101,317
WBS Wholesale Bakery Specialties Ltd.	112,067
Western CML Cleaners Ltd.	59,578
Weston Bakeries Ltd.	111,444
Wheatley's Painting	205,544
White Birch Medical Prof. Corp.	340,645
Widex Canada Ltd.	403,847
Williams Wildenboer Medical Prof. Corp.	619,632
Winnipeg Street Business Centre Ltd.	65,867
Winston Lok Medical Professional Corporation	115,334
Yueng Chan A. Medical Prof. Corp.	161,267
Zacharias, Dr. S.	84,620
Zimmer	135,521

Appendix C: Payee List

Transfers

Listed, by program, are transfers to recipients who received $50,000 or more

Recipient	Payment
615672 Saskatchewan Ltd. (Touchwood EMS)	489,099
Aboriginal Family Service Centre	737,274
All Nations' Healing Hospital	4,622,570
All Nations Hope Aids Network	50,592
Autism Resource Centre	656,249
Canadian Red Cross	143,275
CBI Physical Rehabilitation Centre	129,961
Community Health Services Association (Regina) Ltd.	125,000
Cupar and District Nursing Home Inc.	2,705,704
Cupar Lions Volunteer Ambulance	290,580
Downtown Physiotherapy Centre	170,430
Extendicare Canada Inc.	3,089,665
Extendicare Elmview	4,325,701
Extendicare Parkside	11,507,727
Extendicare Sunset	7,354,380
Hopes Home Inc.	472,333
Hutch Ambulance Services Inc.	587,722
Imperial & District Volunteer Ambulance	134,434
Individualized Home Care Funding	819,200
J T Ambulance Service Inc.	423,754
Leading Thunderbird Lodge	408,549
Lumsden and District Heritage Home	2,183,602
Mental Health Association (Saskatchewan Division) Inc.	466,666
Mobile Crisis Services, Inc.	108,720
North Central Community Association	85,640
Phoenix Residential Society Inc.	1,318,749
Planned Parenthood Regina	139,227
Prairie Ambulance Care (1998) Ltd.	335,988
Rainbow Youth Centre Inc.	665,633
Ranch Ehrlo Society	285,302
Raymore Health Centre Board	64,869
Regina Early Learning Center Inc.	708,058
Regina Open Door Society	339,511
Regina Palliative Care Inc.	250,000
Regina Recovery Homes Inc.	1,230,899
Regina Sports and Physiotherapy Clinic	170,680
Salvation Army Waterston Centre	295,855
Santa Maria Senior Citizen's Home Inc.	8,578,492
Soo Line Ambulance Association	259,033
Stepping Stones Childcare Co-operative	161,283
Student Energy In Action For Regina Community Health Inc.	70,000
Synergy Physio Inc.	136,904
The Qu'Appelle Diocesan Housing Company	1,232,535
The Regina Lutheran Housing Corporation	4,973,020
The Salvation Army William Booth Special Care Home	6,867,980
Valley Ambulance Care Ltd.	483,672